



# Ripon City Council Business Plan 2016 - 2020



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## FOREWORD

At the start of this year, when I was chosen Mayor by my fellow Councillors, I spoke of the need for the whole of the Council (elected members and staff) to work together to improve our wonderful City. It was clear that in order to do this the Council needed to develop and agree a long-term strategy for us all to work to deliver.

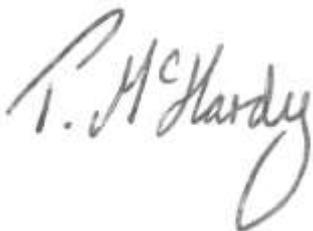
My Mayoral year started just after the elections in May, which saw some Councillors being re-elected and a number of the new Members joining the Council. During the election all of us had spoken to many people about the City and the role of the City Council and we had your views and priorities ringing in our ears.

Through the year, as Councillors together with our Officers we have been working together to bring all of this information together to produce this Ripon City Council Business Plan 2015 – 2020. This has been based upon our considered thoughts and views about how to improve the Council and the City taking into account your feedback from previous community consultations such as the “How Could Ripon Be Better For You?” consultation held in 2013 which is also helping to shape the Neighbourhood Plan for Ripon.

With this Business Plan, Ripon City Council is looking to adopt a more long-term and strategic approach to the role it plays within the City. We are only one organisation operating within the City, so it is important that we try to ensure the residents and businesses of the City and other organisations all have a clear view of what the Council is seeking to achieve over the coming years. This will enable us to work better together and in Partnership to improve our City.

In January 2016 with the draft Business Plan emerging, the Council discussed and agreed a budget which provides an opportunity to deliver a number of the identified actions that will help us to achieve our aspiration for the City.

As my Mayoral year comes to an end, and I look back, I know that it has been a challenging year but I also know that as a Council we have made a positive difference and I am proud that working together as Councillors and Officers we have been able to develop and publish this Ripon City Council Business Plan 2015 – 2020 which we can now all work to deliver.



Cllr Pauline McHardy,  
The Right Worshipful the Mayor of Ripon  
April 2016



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## INTRODUCTION

### **What is the Ripon City Council Business Plan?**

In June 2015, following the election of a new Ripon City Council, a decision was taken to be more proactive and less reactive and create a long term strategy for the Council in the form of a Business Plan which outlines the City Council's hopes and aspirations for the future.

This is the Business Plan which contains a statement of the Council's vision for the city, its purpose, value, objectives, key priorities and details of the actions needed to achieve this. It also provides a blueprint for how the Council will work, and work in partnership with other organisations, in the best interests of all who live, work and visit. This includes setting out what Ripon City Council intends to achieve, either through the direct delivery of services, or by trying to increase its influence over the way in which other delivery bodies, such as the Borough or County Council, deliver their services.

The aim of the Business Plan is to give Ripon's residents a clear understanding of what the Council is trying to achieve and how it intends to deliver this over the next five years.

### **Why has the City Council decided to produce a Business Plan?**

Having an agreed strategy will provide a framework for the Town Council to work within, enabling it to operate in a more consistent and co-ordinated way.

At the same time, the Business Plan will help the local community to have a better understanding of what the City Council does and also to clarify what it doesn't do; in other words to explain what issues fall under the responsibility of other delivery bodies such as Harrogate Borough Council, or North Yorkshire County Council.

The Plan is a 'live' document which the City Council will review and update annually, enabling it to track and monitor its progress against the key priorities and also by being available publicly, will also enable Ripon's residents to monitor progress.

### **Monitoring the Business Plan**

Evaluating progress against the Action Plan will take place quarterly at meetings of Full Council. This will consider the Business Plan themes and will seek to understand the progress made, where further work is needed and if there are any blockages to progress. The whole Business Plan will be reviewed annually and updated to keep the document relevant and up-to-date.

Copies of the Business Plan will be available on the City Council's website, with hard copies available to view in the City Council Office in the Town Hall.

Our Business Plan will continue to be the main way of telling you what we are doing to meet the needs of the community. It's a two-way conversation so please tell us what you think about it. We welcome your comments.

If you require any further information that would help you to understand what we are trying to achieve, please let us know. We can provide additional information on the issues raised in the Plan.

It is our intention to review the Business Plan regularly, publish progress and make any changes considered necessary as a result.

Please respond to:

Clerk to Ripon City Council,  
Ripon Town Hall,  
Market Place South,  
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✉ [clerk@riponcity.gov.uk](mailto:clerk@riponcity.gov.uk)

## RIPON CITY COUNCIL

### **A Profile of Ripon City**

The area covered by Ripon City Council is approximately 994 Hectares or 3.8 square miles. The City is tightly bound to the East with the villages of Sharow and Littlethorpe (in their own respective parishes) closer to the Market Place heart of the City, than Ellington Bank in the north-west part of the parish.

There are almost 7,000 households within the City and a population of 16,700 people. The demographic profile shows that 25.8% of the population is aged 60 and over compared to 22.4% in England, whilst 23.9% are aged 20 – 39 compared to 27% nationally.

The City is seeing its population grow. Between 2001 and 2011, there was a 10% increase in the number of household and a 5% increase in population. The City is home to around 1,500 people who were born outside of the UK which in percentage terms is comparable to the District.

The number of dwellings in Ripon in Band A (the lowest Council Tax Band) is 17.0% compared with 24.8% nationally, whilst 17.1% of dwellings are in Bands E to H (the highest bands). 725 (4.3%) of Ripon's residents have a second address in the UK and 1.1% of the district's population own a second home outside of the UK.

Despite appearing an affluent City, there are some pockets of relative deprivation. It is estimated that over 1,000 households in Ripon could be experiencing fuel poverty<sup>1</sup>, 15.2% of the total number of households. In 2012 10% of Ripon Moorside and Ripon Minster's children were considered to be living in poverty. Additionally, Ripon Minster ward has high levels of Crime and Anti-Social Behaviour when compared to the rest of the district.

### **An overview of Ripon City Council**

There are three tiers of local government that operate in Ripon, each with different responsibilities. Ripon City Council is the first and most local tier, with an important role to play in promoting the town, representing its interests and supporting the work of different groups in the community.

Harrogate Borough Council is the second tier and is responsible for services including car parking, housing and street cleaning. Finally North Yorkshire County Council's responsibilities include highways (relating to both roads and pavements), education, health and social services, public rights of way and libraries.

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<sup>1</sup> A 'fuel poor' household is one that spends 10% or more of their income on energy and cannot afford to keep adequately warm at reasonable cost.

## **Ripon City Councillors**

The area covered by Ripon City Council is divided into 3 wards: Ripon Minster, Ripon Moorside and Ripon Spa. Each ward elects five councillors meaning that Ripon City Council comprises a total of fifteen elected Councillors. The last elections took place in May 2015 and normally take place every four years. However, due to changes in the Harrogate Borough Council area, the next elections are expected to take place in May 2018. The current Councillors are:

### Ripon Minster Ward

Cllr Jo Bate	Cllr Sid Hawke	Cllr Pauline McHardy
Cllr Charlie Powell	Cllr Mick Stanley	

### Ripon Moorside Ward

Cllr Peter Horton	Cllr Sarah Jones	Cllr Adrian Morgan
Cllr Michael Waiting	Cllr Andrew Williams	

### Ripon Spa Ward

Cllr Lynette Barnes	Cllr Mike Chambers	Cllr Stuart Martin
Cllr Peter Pearson	Cllr Richard Willis	

Unlike other tiers of Local Government City Councillors are unpaid volunteers who commit their time to trying to improve Ripon for residents, visitors and businesses.

## **The Mayor and Deputy Mayor**

The Town Mayor and Deputy Town Mayor are elected from within the current serving Councillors at the Annual Town Council Meeting in May. The Mayor is the Chair of the Council and is apolitical.

The Mayor is also “the first citizen” of the city and consequently represents the city at all Civic and Ceremonial occasions within the City and neighbouring places, across the County and Nationally as invited.

As “the first citizen”, the Mayor takes precedence over all other dignitaries in the city except for Her Majesty the Queen, members of the Royal family and the Lord-Lieutenant.

## **Council Meetings and Committees**

Ripon City Council has adopted a Committee structure which means that responsibility for certain activities are delegated to a smaller group of Councillors. Chairs, Vice-Chairs and members of Committees are elected by all Councillors annually at the first meeting of the Full Council following the Annual City Council Meeting. Committees are therefore usually re-appointed each May.

**Full Council** – all Councillors are invited to attend these meetings which usually take place monthly and are chaired by the Mayor.

**Finance and General Purposes Committee** – this committee comprises of 9 Councillors with three from each ward and deals with all financial matters relating to the Council and any general matters not dealt with by other Committees.

**Planning Committee** – this committee comprises of 9 Councillors with three from each ward and is the mechanism for the Council to respond as a statutory consultee to all the planning applications submitted to both Harrogate Borough Council and North Yorkshire County Council<sup>2</sup>.

**City Plan Committee** – this committee comprises of 6 Councillors and 9 non-Councillors who represent a number of organisations and who have knowledge and expertise that can support the development of a Neighbourhood Plan for the City.

**Hugh Ripley Hall Committee** – this committee comprises of 6 Councillors and deals with the management and operation of Hugh Ripley Hall, which is owned by Harrogate Borough Council but which the City Council agreed to take over responsibility for in 2015.

**Staffing Committee** – this committee comprises of 7 Councillors and deals with the staffing of the Council.

The Council also administers the Alderman TF Spence Committee, which is a registered charity looking after the Quarry Moor Nature Reserve and for which Ripon City Council is the Corporate Trustee. This Committee comprises 6 Ripon City Councillors and 6 non-Councillors, including representation from the adjoining Littlethorpe Parish Council and Harrogate Borough Council.

All Council and Committee meetings are open to the public and each agenda provides an opportunity and a period of time for members of the public to address Council about items which the Council is to discuss in the meeting. The Council or Committee may, on occasions, need discussions to take place in private session and exclude members of the public. There are clear guidelines which the City Council must comply with in order to go into private session.

Agendas for meetings are published on the Ripon City Council website and on the noticeboard in the Town Hall, usually 5 days before the meeting.

Working groups are formed to deal with issues as they emerge and may include non-Councillors.

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<sup>2</sup> Planning Applications are determined by Harrogate Borough Council or North Yorkshire County Council depending on the type of application and statutorily are required to consult with the City Council in relation to applications within the City. Ripon City Council does not have the power to grant planning permission or otherwise.

## **City Council Staff and Management**

The Council's staffing comprises of three different elements: City Council administration, City Development and Municipal Officers.

The administration of the Council comprises:

- Clerk to the Council (0.8FTE)
- Deputy Clerk / Finance Assistant (0.8FTE)
- Admin Assistant (1.0FTE)

In addition the City Council employs a City Development Team comprising:

- City Development Manager (1.0FTE)
- City Development Assistant (0.5FTE)

Five Municipal Officers are employed on an as required basis and the roles and duties comprise:

- Serjeant at Mace (present at every meeting of Full Council)
- Mayor's Serjeant (accompanies the Mayor to all official functions)
- Hornblower (every night of the year at 21:00 by 3 officers on a rotational basis)
- Bellman (every Thursday at 11:00)

Although identified as three different elements, the teams work closely together to deliver the priorities of the Council.

The Council has been carrying out a staffing review following the resignation of the previous Clerk in August 2015 and the appointment of an Acting Clerk to the Council and an Acting Deputy Clerk to cover for the vacant finance assistant position. The new staffing structure is expected to be implemented during 2016/17.

## **Ripon City Council Vision and Objectives**

The City Council aims to improve the quality of life for the residents of Ripon by ensuring that Ripon is a successful, vibrant and attractive City, where people want to live, work and visit.

However, the Council also recognises that it is only one organisation that has a role to play in achieving this and therefore the Vision for Ripon City Council is:

*As the most local tier of government in the City, to lead and work in partnership with other organisations to put in place policies, initiatives and projects which will help to improve the City of Ripon for those who live, work and visit the City; encourage a greater sense of involvement and pride in the community, and promote sustainable and vibrant economic activity.*

In trying to achieve this Vision the Council will:

- Provide a democratic and representational voice for the community,

- Work with its residents, local authorities and other service providers, business and community organisations and other stakeholders,
- Conduct its business by means which are transparent, sustainable and environmentally friendly,
- Provide efficient and effective services that are managed to a good quality standard,
- Endeavour to ensure that others provide effective services that meet the needs of the residents of Ripon.

Ripon City Council acts in a number of different ways delivering services, initiatives and projects for the residents and businesses that it serves. Whilst the Council has in recent years not had specific stated objectives, these have been implicit in the priorities and the budget that the Council has set each year. All of the Council's activities, both in previous years and planned for the years ahead, can be considered to fall into one of the following themes:

- Theme 1 - To act legally, responsibly, efficiently and effectively as the tier of government closest to the residents and businesses of the City.
- Theme 2 - To work together and in partnership with other organisations to develop and improve Ripon for the people who live, work and visit the City.
- Theme 3 - To manage facilities and deliver services that improve Ripon as a place to live, work and visit.
- Theme 4 - To maintain the history and traditions of our City and utilise these assets to attract visitors and encourage community pride.

### **Financial Information**

Details of the Council's planned income and expenditure are published annually, usually in January, when the Council sets and approves its budget for the coming financial year starting 1<sup>st</sup> April and ending 31<sup>st</sup> March.

The Council is mainly funded by the residents of Ripon, through the 'precept'. This is the local tax levied by the City Council which is collected on its behalf by Harrogate Borough Council as part of the Council Tax bill.

The amount that a resident pays as a precept to the City Council depends upon the Council Tax band in which their dwelling is placed. The precept is usually calculated and expressed in terms of a Band D property with the amounts due from dwellings in each Band being a statutory ratio of the amount paid by a Band D property.

In 2016/17 the precept for Ripon City Council is:

Council Tax Property Band	2016/17 Precept Per annum
Band A	£26.82
Band B	£31.29
Band C	£35.76
Band D	£40.23
Band E	£49.17
Band F	£58.11
Band G	£67.05
Band H	£80.46

This means that the budgeted income for the City Council in 2016/17 is:

£218,711	from Ripon City Council's Precept
£12,143	from Harrogate Borough Council as a Council Tax grant
£550	from rental income from the allotments

Planned expenditure is identified in the Ripon City Council approved budget and comprises net expenditure of:

£128,424	for personnel costs including salaries, training and associated costs
£27,000	for a small grants scheme and a partnership delivery fund
£18,550	for premises and office costs <sup>3</sup>
£17,082	for office running and administration costs
£15,875	for City Development to fund marketing, promotion and events <sup>4</sup>
£15,000	for a strategic investment fund to deliver Council's long-term strategic priorities
£9,473	for the Council's Civic events and functions
£0	for management, operation and maintenance of Hugh Ripley Hall
£0	for management, operation and maintenance of the Market Place <sup>5</sup>

The budget identified for the management, operation and maintenance of both Hugh Ripley Hall and Ripon Market Place is shown as a £0 net budget. This means that expenditure in relation to both of these assets will be funded from the income raised in managing and operating them and if at the end of the financial year the level of income exceeds expenditure then this will be set aside and earmarked for reinvestment in each of the respective assets in future years.

Councillors are unpaid and receive no allowance for their duties. There is, however, an allowance given to the Mayor to meet any expenses involved in fulfilling the Mayoral duties.

<sup>3</sup> Ripon City Council is currently negotiating a new lease for the parts of the Town Hall which it occupies, the budget is based upon the initial information provided by Harrogate Borough Council but it is expected that this will be reduced.

<sup>4</sup> Gross expenditure identified in the City Development budget includes £4,500 to be spent on the further development of the City Plan, which will be claimed as a grant from Harrogate Borough Council and £13,000 to be spent on Christmas Lights in 2016/17, which will be funded by £6,500 grant from Harrogate Borough Council matched with £6,500 from the City Council's earmarked reserves.

<sup>5</sup> Inclusion of this budget assumes that the agreement between Harrogate Borough Council and Ripon City Council regarding the management and operation of the Market Place will be completed during 2016/17.

Usually, except for a small contingency sum, the budget is fully allocated. Therefore unless the City Council is able to secure additional funding, such as grant funding (which is only available for certain activities), any new activities or facilities which require additional resources would either have to replace an existing activity, be funded from reserves, or be funded via an increase in the precept. Any un-used contingency or under spend can be allocated to a rolling capital fund and built up for specific purposes.

Ripon City maintains some money in reserves and this is reviewed twice per year, at the financial year end and as part of the budget setting process. Some of the reserves are earmarked for specific projects whilst others are not and are held in general reserves. Best practice guidelines suggest that between 3 and 12 months gross operating costs should be held in unearmarked reserves, with larger Councils or those carrying out activities considered to be more risky, being advised to keep towards the upper end of this range. As at November 2015, when the budget setting process began, Ripon City Council was holding £228,703 in general reserves and £63,922 in earmarked reserves.

As identified above, the approved 2016/17 budget does not use money from general reserves, nor does it seek to set aside any money to increase it. Therefore, for the year ahead the Council will be holding an amount equivalent of its annual net budget in reserves. Taking into account the Hugh Ripley Hall and Market Place budgets and the grant funding to be spent as part of the City Development budget the Council will be holding in its general reserves between 9 and 10 months of its gross operating costs.

This funding which is earmarked as part of the Council's reserves is:

£30,000	earmarked for Ripon City Plan complementary projects delivery
£13,668	earmarked for the purchase of Christmas Lights <sup>6</sup>
£10,000	earmarked for car parking resource feasibility study
£10,000	earmarked for Hugh Ripley Hall repairs contingency fund
£254	earmarked for Yorkshire Day 2018 celebrations

### **Ripon City Council's Main Areas of Responsibility**

Ripon City Council currently has responsibility for:

- Leading the development of a Neighbourhood Plan for the City.
- The funding and delivery of the City Development Initiative and Discover Ripon.
- The management, maintenance, operation and development of Hugh Ripley Hall.
- The management, maintenance, operation and development of Quarry Moor Nature Reserve (as the sole Corporate Trustee for the Alderman TF Spence Registered Charity).
- Ensuring the continuing traditions of the Hornblower, Bellman and the Serjeant at Mace
- The provision of grants for community organisations.

<sup>6</sup> This earmarked reserved commenced in 2013/14 as a five-year programme of investment

- Submitting comments on all planning applications as a statutory consultee of Harrogate Borough Council and North Yorkshire County Council.

The City Council is looking to capitalise on the Localism agenda and has been in negotiation with Harrogate Borough Council with regard to taking on responsibility for the management, maintenance, operation and development of the Market Place and this should be finalised during 2016/17 with a view to increasing the level of activity and improving the City Centre viability and vitality.

### **Ripon City Council's Representation on Other Organisations**

Ripon City Council is represented on a number of local organisations and charities. This is reviewed annually with representatives agreed by Full Council at the same meeting as the appointment of Chairs and Vice-Chairs of Committees. This meeting usually takes place in May after the installation of the new Mayor.

### **Who else has responsibility for Service Delivery in Ripon?**

There are a number of other public sector bodies responsible for the delivery of key services in Ripon including:

**Harrogate Borough Council** is responsible for environmental services (litter, refuse and recycling, including dog fouling), operating the majority of the town's car parks, managing Ripon's markets and Market Place (although Ripon City Council is negotiating an agreement to manage the Market Place), public convenience provision, tourist information centre provision, business support and the provision of housing services.

**North Yorkshire County Council** is responsible for highways issues, signage, lighting and coordinating public transport (along with service providers). The County Council is also responsible for health and social care, library services and education.

**North Yorkshire Police** is responsible for addressing crime and anti-social behaviour in Ripon.

Where services are provided by others, the City Council endeavours to work in Partnership to ensure that they are dealt with effectively and in accordance with the wishes of the community.

## THEMES AND ACTIVITIES

### **Theme 1 - To act legally, responsibly, efficiently and effectively as the tier of government closest to the residents and businesses of the City.**

To achieve this we are planning to:

- ... continue to review and improve the governance arrangements of the City Council.
- ... continue to improve the efficiency and effectiveness of the organisation.
- ... improve communication with the residents and businesses of the City.
- ... increase the influence and improve the co-ordination in matters that impact on Ripon.

### **Theme 2 - To work together and in partnership with other organisations to develop and improve Ripon for the people who live, work and visit the City.**

To achieve this we are planning to:

- ... represent the expressed view of the Ripon electorate through the implementation of the City Plan.
- ... deliver a programme of strategic investments to improve the City.
- ... to provide funding to a number of organisations to support the delivery of a range of different projects across the City.
- ... continue the promotion and marketing of the attractions of Ripon, events and activities using the Discover Ripon brand.
- ... organise events and activities that support the vitality and vibrancy of our City Centre.
- ... work in conjunction with other partners to deliver a range of projects that support the improvement of the City.
- ... establish and support new mechanisms for partnership working to address particular City Development needs.

### **Theme 3 - To manage facilities and deliver services that improve Ripon as a place to live, work and visit.**

To achieve this we are planning to:

- ... further improve the management and operation of Hugh Ripley Hall.
- ... increase the utilisation of the Market Place for events and activities to help boost city centre vibrancy and vitality.
- ... support the delivery of the Ripon hybrid library model as developed by North Yorkshire County Council to ensure that the facility is retained.
- ... support provision of a new swimming pool facility in Ripon.

- ... further improve the management and operation of Quarry Moor Nature Reserve as a community facility.
- ... work in partnership to continue to ensure the provision of adequate allotment facilities in Ripon.
- ... help to deliver and support locally appropriate services.

**Theme 4 - To maintain the history and traditions of our City and utilise these assets to attract visitors and encourage community pride.**

To achieve this we are planning to:

- ... continue the tradition of the Hornblower and tell the story to residents and visitors.
- ... continue the tradition of the Bellman and tell the story to residents and visitors.
- ... continue the tradition of the Mayor as the first citizen and leader of the Council.
- ... continue the tradition of holding a number of Civic services in the City each year.
- ... continue to host history and silver talks as custodians of Ripon's heritage.

More details about the specific actions relating to these themes and objectives can be found in the subsequent action plan.

## RIPON CITY COUNCIL ACTION PLAN

Theme 1: City Council Governance	Responsibility of		Activity	Timescale Short-term: up to March 2017 Medium-term: April 2017 – March 2018 Long-term: From April 2018 onwards	Resources Required	Comments
<b>Objective</b>						
To continue to review and improve the governance arrangements of the City Council	RCC – Full Council / Administration Team	1.1a	Sign up to and implement the requirements of the transparency code for small authorities	Short-term	Staff resource	RCC because of the size of turnover falls outside the scope of this code, which is a minimum standard of good practice.
	RCC – Full Council / Administration Team	1.1b	Sign up to and implement the requirements of the transparency code for larger authorities	Medium-term	Staff resource	RCC will be required to meet this standard by the end of 2017/18 as its turnover will have exceeded the threshold
	RCC – Full Council / Administration Team	1.1c	Phased review and publication of statutory documents and requirements	Short-term	Staff resource	To include: <ul style="list-style-type: none"> <li>• Asset Register</li> <li>• Standing orders for Council and Committee Terms of Reference</li> <li>• Financial Regulations</li> <li>• Publication scheme</li> <li>• Review insurance provision</li> <li>• Media policy / Social media policy</li> </ul>
	RCC – Full Council / Administration Team	1.1d	Review current audit arrangements	Short-term	Staff resource / Administration Budget	<ul style="list-style-type: none"> <li>• Prepare audit plan</li> <li>• Review internal audit arrangements and controls</li> <li>• Monitor changes to external audit regime</li> </ul>

To continue to improve the efficiency and effectiveness of the organisation	RCC – Staffing Committee / Clerk	1.2a	Finalise and implement new staffing arrangements including the appointment of a permanent clerk	Short-term	Staff resource / Personnel Costs Budget	
	RCC – Staffing Committee / Administration Team	1.2b	Ensure that the role of the municipal offices are continued but respond to a modern changing environment	On-going	Staff resource / Personnel Costs Budget	
	RCC – Staffing Committee / Administration Team	1.2c	Ensure that staff are given access to appropriate training opportunities	On-going	Staff resource / Personnel Costs Budget	
	RCC – Full Council / Administration Team	1.2d	Finalise premises lease with Harrogate Borough regarding the City Council's occupancy of the building	Short-term	Staff resource / Premises Budget	Ripon City Council is currently negotiating a new lease for the parts of the Town Hall which it occupies, the budget is based upon the initial information provided by Harrogate Borough Council but it is expected that this will be reduced.
	RCC – Full Council / Administration Team	1.2e	Implement the agreement for the provision of ICT services by HBC	Short-term	Staff resource / Premises Budget	Telephone system transitioned during 2015/16, IT equipment to follow in 2016/17.
	RCC – Full Council / Administration Team	1.2f	Ensure optimum efficiency of Committee and working groups system	On-going	Staff resource / Administration Budget	Consider additional external appointments to Hugh Ripley Hall Committee to increase diversity of expertise
To improve communication with the residents and businesses of the City	RCC – Full Council / Administration Team	1.3a	Make improvements to the City Council website	Medium-term	Staff resource / Administration Budget	Linked to actions 1.1a / 1.1b / 1.1c

	RCC – Full Council / Administration Team	1.3b	Produce and distribute a City Council newsletter	Short-term	Staff resource / Administration Budget	
	RCC – Mayor / Committee Chairs / Clerk	1.3c	Provide opportunity at each City Council meeting for public questions and comments	On-going	Staff resource	
	RCC – Mayor / Committee Chairs / Clerk	1.3d	Provide opportunities for questions and comments at the annual parish meeting	On-going	Staff resource	
	RCC – Full Council / Administration Team / City Development Team	1.3e	Produce Ripon City Council Business Plan and publish on the City Council website and annual review and report	Short-term	Staff resource	
	RCC – Full Council / Administration Team	1.3f	Timely responses to Freedom of Information requests	On-going	Staff resource	
	RCC – Full Council / Administration Team / City Development Team	1.3g	Establish better links with neighbouring parishes to improve communication and joint working in relation to matters that affect a wider catchment	Medium-term	Staff resource	For example: <ul style="list-style-type: none"> <li>• Ripon hybrid library model,</li> <li>• Railway reinstatement</li> </ul>
	RCC – Full Council / Administration Team	1.3h	Explore additional provision of public notice boards within the Parish	Short-term	Staff resource / Budget not yet identified	Seek to identify an appropriate location in each ward

	RCC – Full Council / Administration Team / City Development Team	1.3i	Pro-active approach to press releases and media briefings by staff	Short-term	Staff resource	Linked to 1.1c – Review of media policy
	RCC – Full Council / Administration Team	1.3j	Ensure effective use social media as part of effective communication strategy	Short-term	Staff resource	
	RCC – Full Council / Administration Team / City Development Team	1.3k	Explore opportunities for engaging with Ripon electorate through alternative channels of communication.	Short-term	Staff resource	
To increase the influence and improve the co-ordination in matters that impact on Ripon	RCC – Full Council / Administration Team / City Development Team	1.4a	Invite representatives of outside agencies to attend meetings to address the Council on key matters of interest	Short-term and on-going	Staff resource	Both by attending Council meetings and also by working with the City Development Manager. Linked to 3.3a – 3.3f
	RCC – Full Council / Administration Team	1.4b	Appoint representatives to appropriate external agencies and committees and ensure means of effective feedback	On-going	Staff resource	
	RCC – Full Council / Committees / Administration Team / City Development Team	1.4c	Set up new working groups in order to facilitate co-ordinated effort on key activities	Medium-term	Staff resource	

	RCC – Full Council / Administration Team / City Development Team	1.4d	Pro-actively respond to relevant consultations from organisations which are likely to have a significant impact on the quality of life of our residents	On-going	Staff resource	
	RCC – Planning Committee / Administration Team / City Development Team (on strategically important applications)	1.4e	Respond to statutory consultations, e.g. as consultee to planning applications	On-going	Staff resource	

Theme 2: Work in partnership to develop and enhance the City.	Responsibility of		Activity	Timescale Short-term: up to March 2017 Medium-term: April 2017 – March 2018 Long-term: From April 2018 onwards	Resources Required	Comments
<b>Objective</b>						
To represent the expressed view of the Ripon electorate through the implementation of the City Plan.	RCC – City Plan Committee / City Development Team	2.1a	Carry out statutory 6 week consultation.	Short-term	Staff resource / City Plan Volunteers / City Development Budget (grant funded so £0 cost to RCC)	
	RCC – City Plan Committee / City Development Team	2.1b	Consider feedback, finalise draft plan and submit Ripon City Plan to Harrogate Borough Council as the Local Planning Authority.	Short-term	Staff resource / City Plan Volunteers / City Development Budget (grant funded so £0 cost to RCC)	
	RCC – City Plan Committee / City Development Team	2.1c	Make any necessary amendments arising from the Local Planning Authority organised consultation and / or the independent examination of the City Plan.	Short-term	Staff resource / City Plan Volunteers / City Development Budget (grant funded so £0 cost to RCC)	

	RCC – City Plan Committee / City Development Team	2.1d	Seek community endorsement for finished plan through referendum.	Short-term	Staff resource / City Plan Volunteers	
	RCC – City Plan Committee / City Development Team	2.1e	Formally adopt and implement Ripon City Plan for the period to 2030.	Medium-term	Staff resource / City Plan Volunteers	
	RCC – City Plan Committee / City Development Team	2.1f	Seek opportunities for the implementation of the identified complimentary projects.	Medium-term / Long-term	Staff resource / City Plan Volunteers / RCC earmarked reserves	Additional funding may come from: <ul style="list-style-type: none"> <li>• Appropriate grant funding</li> <li>• Developer contributions</li> <li>• Community Infrastructure Levy</li> </ul>
To deliver a programme of strategic investments to improve the City	RCC – City Plan Committee / City Development Team	2.2a	To work in conjunction with Harrogate Borough Council carry out a feasibility study that leads to the delivery of a decked car park on the St Marygate site to increase resource	Short-term	Staff resource / City Plan Volunteers / RCC earmarked reserves	Budget earmarked in 2015/16 but Harrogate Borough Council have requested to wait until a piece of work is completed before producing the brief and committing to this
	RCC – F&GP Committee / City Development Team	2.2b	To invest in a first phase of improvements to the Market Place by providing additional signage, information boards street furniture, cycle storage facilities	Short-term	Staff resource / Strategic investment fund budget	

	RCC – F&GP Committee / City Development Team	2.2c	To invest, in conjunction with other organisations, to update the railway re-opening feasibility study	Medium-term	Staff resource / Strategic investment fund budget	Budget contribution identified in 2016/17 but financial package needs to be in place for the total amount before money is released.
	RCC – F&GP Committee / City Development Team	2.2d	To invest, in conjunction with other organisations, to introduce an annual cycle race to Ripon	Medium-term	Staff resource / Strategic investment fund budget	Budget contribution identified in 2016/17 but financial package needs to be in place for the total amount before money is released.
	RCC – F&GP Committee / Administration Team	2.2e	To invest in a scheme in conjunction with North Yorkshire County Council to provide vehicle activated signs in key locations in Ripon to address road safety concerns	Short-term and on-going	Staff resource / Strategic investment fund budget	
To work in conjunction with other partner organisations to support the delivery of a range of services in the City	RCC – F&GP Committee / City Development Team	2.3a	To work with Ripon in Bloom as a strategic delivery partner and provide long-term financial and other support	Commences short-term but provides long-term commitment	Staff resource / Partnership delivery fund budget	
	RCC – F&GP Committee / City Development Team	2.3b	To work with the Citizen Advice Bureau as a strategic delivery partner and provide long-term financial and other support	Commences short-term but provides long-term commitment	Staff resource / Partnership delivery fund budget	
	RCC – F&GP Committee / City Development Team	2.3c	To work with Harrogate and Ripon Centres for Voluntary Service as a strategic delivery partner and provide long-term financial and other support	Commences short-term but provides long-term commitment	Staff resource / Partnership delivery fund budget	

	RCC – F&GP Committee / City Development Team	2.3d	To work with Ripon C.I.C. as a strategic delivery partner and provide long-term financial and other support	Commences short-term but provides long-term commitment	Staff resource / Partnership delivery fund budget	
	RCC – F&GP Committee / City Development Team	2.3e	To work with Ripon Chamber of Trade and Commerce as a strategic delivery partner and provide long-term financial and other support	Commences short-term but provides long-term commitment	Staff resource / Partnership delivery fund budget	
To provide funding to a number of organisations to support delivery of a range of different projects across the City	RCC – F&GP Committee / Administration Team	2.4a	To make available resources for a small grant scheme to support a number and range of projects that help the Ripon community	Short-term	Staff resource / Small grants fund budget	Explore whether Harrogate and Ripon CVS are able to provide support to help identify other funding for projects in order to maximise City Council investment
To continue the promotion and marketing of the attractions of Ripon, events and activities using the Discover Ripon brand	RCC – City Development Team	2.5a	To continue to utilise the Discover Ripon social media channels (Facebook and Twitter) for the promotion and marketing	On-going	Staff resource	
	RCC – City Development Team	2.5b	To continue to use and encourage others to use the Discover Ripon website for the promotion and marketing	On-going	Staff resource / City Development budget	
	RCC – City Development Team	2.5c	To continue to produce and distribute five seasonal Discover Ripon What's On guides (Spring, Summer, Autumn, Christmas, Winter) to promote events and activities taking place around City.	On-going	Staff resource / City Development budget	

	RCC – City Development Team	2.5d	To continue to produce information for use in the signboards located around the City Centre to promote events and activities taking place in and around the City.	On-going	Staff resource / City Development budget	
	RCC – City Development Team	2.5e	To continue to work with Visit Harrogate and members of the Visit Ripon tourism attractions group to support the production of the Visit Ripon leaflet for tourists	On-going	Staff resource	
	RCC – City Development Team	2.5f	To continue to work with other organisations to explore opportunities for the joined-up marketing and promotion of the City's offer	On-going	Staff resource	
To organise events and activities that support the vitality and vibrancy of the city centre.	RCC – City Development Team	2.6a	To work with other organisations to add vibrancy and vitality to the Market Place by providing entertainment on Saturdays during the summer holiday season	Short-term	Staff resource / City Development budget	
	RCC – City Development Team	2.6b	To work with other organisations to add vibrancy and vitality to the Market Place by providing entertainment on Saturdays during the Christmas trading period including the Christmas Lights Switch-On event	Short-term	Staff resource / City Development budget	

RCC – Mayor / Administration Team / City Development Team	2.6c	To continue to organise a New Year's Eve event on the market place for the public to complement the Civic Event (Watchnight service and torchlit procession)	On-going	Staff resource / City Development budget	
RCC – City Development Team	2.6d	To work with other organisations to add vibrancy and vitality to the Market Place by encouraging additional entertainment and events throughout the year	On-going	Staff resource	
RCC – City Development Team / Harrogate Borough Council – Markets Team	2.6e	To work with Harrogate Borough Council to promote and develop the Thursday market as an event including joint working on the annual Love Your Local Market Day	On-going	Staff resource / City Development budget	
RCC – Mayor / Administration Team / City Development Team	2.6f	To work with other organisations on specific events relevant to the year	On-going	Staff resource / City Development budget	For example: June 2016 – Queen's 90 <sup>th</sup> Birthday event
RCC – Administration Team / City Development Team	2.6g	To continue the preparations for Ripon to host Yorkshire Day in 2018 and exploit this as an opportunity to promote the City and the area as a tourism destination	Medium-term	Staff resource / budget not yet identified	

To work in conjunction with other partners to deliver a range of projects that support the improvement of the City	RCC – City Development Team	2.7a	To implement a programme of investment to continually improve the stock and coverage of the Christmas Lights in the City Centre	On-going	Staff resource / City Development budget	HBC grant for Christmas Lights is match funded with RCC earmarked reserves
	RCC – City Development Team	2.7b	To develop and implement a phased programme of investment to improve signage in the City Centre	Medium-term	Staff resource / Strategic investment fund budget	Funding for this originally from S106 agreement for Morrisons to implement but not forthcoming. Now linked to 2.2b but further resources need to be secured to enable full implementation
To establish and support new mechanisms for partnership working to address particular City Development needs	RCC – City Development Team Harrogate and Ripon CVS	2.8a	To support the Connecting Ripon group as a mechanism for the voluntary and community sector organisations of the City to meet to identify common issues and develop collaborative solutions	On-going	Staff resource	

<b>Theme 3: Facilities &amp; Services</b>	<b>Responsibility of</b>		<b>Activity</b>	<b>Timescale</b> Short-term: up to March 2017 Medium-term: April 2017 – March 2018 Long-term: From April 2018 onwards	<b>Resources Required</b>	<b>Comments</b>
<b>Objective</b>						
To further improve the management and operation of Hugh Ripley Hall	RCC – Hugh Ripley Hall Committee / Administration Team	3.1a	On-going management of the building in accordance with the agreed lease with HBC	Short Term	Staff resource / Hugh Ripley Hall budget (£0 net cost to RCC)	
	RCC – Hugh Ripley Hall Committee / Administration Team	3.1b	Effective customer care programme for existing customers of the building	Short Term	Staff resource	
	RCC – Hugh Ripley Hall Committee / Administration Team	3.1c	Review processes for the management and maintenance of the facility	Short Term	Staff resource	
	RCC – Hugh Ripley Hall Committee / Administration Team	3.1d	Consider improvements to the building as a result of the survey	Medium Term	Staff resource / Budget to be identified	Opportunities to attract external funding to be identified
	RCC – Hugh Ripley Hall Committee / Administration Team	3.1e	Develop a longer-term approach towards a business and investment plan.	Longer Term	Staff resource	

	RCC – Hugh Ripley Hall Committee / Administration Team	3.1f	Seek opportunities for increasing usage of the building.	Medium Term	Staff resource	
To increase the utilisation of the Market Place for events and activities to help boost city centre vibrancy and vitality	RCC – Market Place Events Committee to be established / City Development Team	3.2a	Agree arrangements for the management of the site in accordance with the agreed lease with Harrogate Borough Council.	Short Term	Staff resource / City Development budget	
	RCC – Market Place Events Committee to be established / City Development Team	3.2b	Effective customer care programme for existing third party event organisers.	Medium Term	Staff resource	
	RCC – Market Place Events Committee to be established / City Development Team	3.2c	Encourage increased commercial and community event activity on the Market Place.	Medium Term	Staff resource / Market Place budget (income)	
	RCC – Market Place Events Committee to be established / City Development Team	3.2d	Review processes for the management and maintenance of the facility	Medium Term	Staff resource / Market Place budget (income)	

	RCC – Market Place Events Committee to be established / City Development Team	3.2e	Consider improvements to the leased area to encourage increased public usage.	Short Term	Staff resource / Budget not identified	
	RCC – Market Place Events Committee to be established / City Development Team	3.2f	Maintain the premises license for the Market Place and adjoining streets to comply with the requirements of the licensing act for the provision of entertainment	On-going	Staff resource / Market Place budget	
To support the delivery of the Ripon hybrid library model as developed by North Yorkshire County Council to ensure that the facility is retained	RCC – Full Council / City Development Team	3.3a	Support the newly formed Library Management Committee in its remit to recruit, train and rota volunteers.	Short Term	Staff resource	Actions to evolve during devolution process.
To support provision of a new swimming pool facility in Ripon.	RCC – Full Council / City Development Team	3.4a	Working in partnership to support emerging proposals developed by Harrogate Borough Council.	Medium Term	Staff resource	
To further improve the management and operation of Quarry Moor Nature Reserve	RCC – Alderman TF Spence Committee / Administration Team	3.5a	Work to ensure that all Health and Safety and legislative requirements are met, especially in terms of these relevant to the area designated as a SSSI.	Short Term	Staff resource	

	RCC – Alderman TF Spence Committee / Administration Team	3.5b	Implement appropriate audit and financial processes and a standalone business unit approach for the charity.	Short Term	Staff resource	
	RCC – Alderman TF Spence Committee / Administration Team	3.5c	Maintain and improve the current partnership arrangements of the management committee.	Short Term	Staff resource	
	RCC – Alderman TF Spence Committee / Administration Team	3.5d	Review 2009 Management Plan and seek opportunities to update and enhance existing approach, in accordance with any complementary agreements.	Short Term	Staff resource	
	RCC – Alderman TF Spence Committee / Administration Team	3.5e	Develop a longer-term approach towards a business and investment plan.	Short Term	Staff resource	
To work in partnership to continue to ensure the provision of adequate allotment facilities in Ripon	RCC – Full Council	3.6a	Partnership working with Allotment Society.	On-going	Staff resource	

To help to deliver and support locally appropriate services.	RCC – Full Council / Mayor / Administration Team / City Development Team	3.7a	Influence delivery of services provided by other public sector organisations, for the benefit of Ripon.	On-going	Staff resource	
	RCC – Full Council / Administration Team / City Development Team		Working in partnership to directly support the delivery of services for the benefit of Ripon.	On-going	Staff resource	Linked to 2.4a

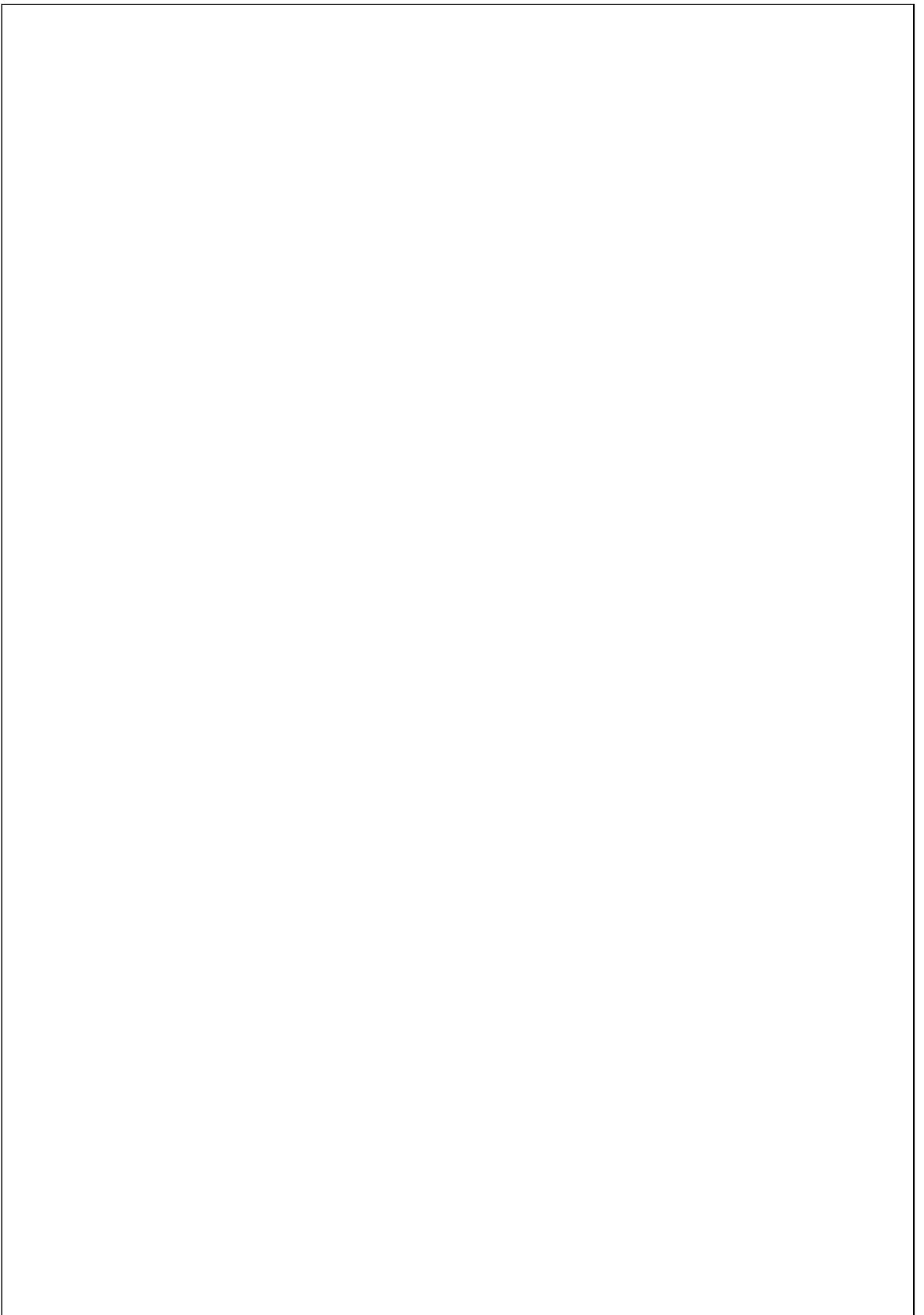
<b>Theme 4: Maintaining the history and traditions of our City</b>	<b>Responsibility of</b>		<b>Activity</b>	<b>Timescale</b> Short-term: up to March 2017 Medium-term: April 2017 – March 2018 Long-term: From April 2018 onwards	<b>Resources Required</b>	<b>Comments</b>
<b>Objective</b>						
To continue the tradition of the Hornblower and tell the story to residents and visitors	RCC – Full Council / Staffing Committee / Administration Team / Municipal Officers	4.1a	To ensure that the tradition continues by having sufficient Hornblowers to ensure that the ceremony takes place 365 days per year	On-going	Staff resource / Personnel costs budget	
	RCC – Full Council / Administration Team / Municipal Officers	4.1b	To improve interpretation for the Hornblower ceremony in the vicinity of the Obelisk to ensure that residents and visitors are aware of the heritage	Medium-term / Long-term	Staff resource / Budget not identified	Potential for Heritage Lottery Fund application for under £10k in conjunction with partner organisations. Linked to action 2.2b
	RCC – Full Council / Municipal Officers	4.1c	To explore opportunities for the Hornblower to promote the evening economy by being an integrated but unique part of the City's offer	Short-term	Staff resource / City development budget	
	RCC – Full Council / Municipal Officers	4.1d	To re-introduce the Hornblower's lucky penny to promote Ripon to those attending the ceremony	Short-term	Staff resource / Budget not identified	Initial working capital required then subsequent funding to make this sustainable to be provided by action 2.1e

	RCC – Full Council / Administration Team / Municipal Officers	4.1e	To introduce Hornblower merchandise to be sold at the Tourist Information Centre and on-line	Short-term	Staff resource / Budget not identified	Initial working capital required then subsequent funding raised from this project to be used to fund action 2.1d
To continue the tradition of the Bellman and tell the story to residents and visitors	RCC – Full Council / Staffing Committee / Administration Team / Municipal Officers	4.2a	To ensure that the tradition continues by having a Bellman and deputies to ensure that the ceremony can take place every Thursday at 11:00	On-going	Staff resource / Personnel costs budget	
	RCC – Full Council / Administration Team / Municipal Officers	4.2b	To improve interpretation for the Bellman ceremony on the Market Place to ensure that residents and visitors are aware of the heritage	Short-term	Staff resource / Budget not identified	Potential for Heritage Lottery Fund application for less than £10k in conjunction with partner organisations. Linked to project 2.1b
To continue the tradition of the Mayor as the first citizen and leader of the Council	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.3a	To continue the tradition of the Mayor making ceremony and celebrate the contribution that organisations have made to the City	On-going	Staff resource / Civic budget	

	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.3b	To continue the tradition of the Mayor’s Installation at the Cathedral as a combined event with the 21 Engineer Freedom Parade	On-going	Staff resource / Civic budget	
	RCC – Mayor / Administration Team	4.3c	To support local groups, organisations and celebrations by representing the City as the first citizen at a variety of events	On-going	Staff resource / Civic budget	
	RCC – Mayor / Administration Team	4.3d	To represent the City at a variety of events in neighbouring places, across the County and Nationally as invited	On-going	Staff resource / Civic budget	
	RCC – Mayor / Administration Team	4.3e	To utilise the position of Mayor to benefit good causes in the City through the Mayor’s Charity appeal	On-going	Staff resource	
To continue the tradition of holding a number of Civic services in the City each year	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.4a	To continue the tradition of holding Civic Services throughout the year and at various locations within the Parish	On-going	Staff resource / Civic budget	

	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.4b	Working with partners to explore opportunities for the better communication, promotion and marketing to improve community engagement and participation in the Civic Services	Short-term	Staff resource / Civic and City Development budget	
	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.4c	To celebrate the granting of the Freedom of the City to individuals and organisations as deemed appropriate by the City Council	On-going	Staff resource / Civic budget	On-going celebrations: 21 Engineer Regiment - annually RAF Leeming – bi-annually
	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.4d	To raise awareness of the recipients of the Freedom of the City and the importance of this tradition and heritage	Long-term	Staff resource	
To continue to host history and silver talks as custodians of Ripon's heritage	RCC – Administration Team / Municipal Officers	4.5a	To continue hosting silver / history talks on request	On-going	Staff resource / Civic Budget (income)	

	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.5b	To acknowledge the opportunities that are presented by hosting silver / history talks and explore how to further utilise this to engage with the wider Community about its heritage	Medium-term	Staff resource / Budget not identified	E.g. provision as part of Sights and Sounds Community Event
	RCC – Full Council / Administration Team / City Development Team / Municipal Officers	4.5c	To provide more opportunities for the community and visitors to engage with the historical artefacts held by the City Council as one of the custodians of the City's heritage.	Long-term	Staff resource / Budget not identified	E.g. explore opportunities for partnership working with other custodians.



In case of queries please contact:

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