

Annex A – Update of “Large” Projects

Over the page is a summary of “Large” projects:

Please note before reviewing the “Large” project information:

- The Summary of “Large” projects will evolve over time as projects progress, are completed and new projects are initiated and is provided to inform the committee in performing its role of **risk and assurance of the project management approach**.
- Projects are in the process of being assessed (using the Project assessment matrix (presented to the A&G committee in May 2016). Any project that achieves a score of 106 or more out of 160 qualifies as a “Large” project and is included in this list as a “Large” project.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- Further information on projects can be provided to the committee on request or the committee can request that a relevant scrutiny committee to do a more detailed review.
- The status (RAG – Red, Amber or Green) is provided to give an overview of any significant risks and provide assurance as to how individual projects are being managed. An explanation as to what the status means is included in the July 2016 Projects update to Audit and Governance.
- See the matrix below when reviewing the risk scores.

Impact	Catastrophic	17	22	23	24	25
	Major	12	18	19	20	21
	Moderate	6	13	14	15	16
	Minor	2	8	9	10	11
	Insignificant	1	3	4	5	7
		Remote	Unlikely	Possible	Probable	Highly Probable
Likelihood						

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Local Plan	Amber	Amber	Same
Community Stadium	Amber	Amber	Same
York Central	Amber	Amber	Same
Southern Gateway	Amber	Amber	Same
The Guildhall	Green	Green	Same
ASC - Older person's accommodation	Green	Green	Same
Local area teams	Green	Green	Same
Digital services (CRM)	Amber	Amber	Same
Outer ring round (A1237)		Red	
York Central Access		Amber	

Detailed updates

Project title	Local plan
Reporting period	Up to November 2016
Description	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
Current status	
AMBER	
<p>The Local Plan was reported to the Local Plan Working Group and Executive in June. The purpose of the reports was to ask Members to approve the publication of a document entitled 'Local Plan – Preferred Sites 2016' for consultation. It draws on the previous stages of consultation and technical work undertaken to support the plan. Its purpose is to allow the public and other interested parties to comment on additional work relating to housing and employment land need and supply.</p>	

In addition to the 'Local Plan – Preferred Sites 2016' several technical documents were also made available during the proposed consultation. These were attached as annexes to the reports and comprise:

- Strategic Housing Market Assessment (2016)
- Employment Land Review (2016)
- Windfall Analysis Technical Paper (2016)
- Sustainability Appraisal

Following approval of Executive, consultation took place starting in July through to 12th September and is now complete. This has included exhibitions, drop in sessions, attendance and dialogue with stakeholders.

Following the consultation two further factors have arisen that require consideration.

First, on the 12th July 2016 the Department of Communities and Local Government (CLG) released the Sub National Household Projections (SNHP) which update the May 2016 release. This release indicates a higher demographic starting point for York than the previous figures taken from the 2014 SNHP.

Secondly, the Ministry of Defence (MOD) announced on the 7th November that they would be disposing of a number of military sites across the country as part of their Strategy – A better Defence Estate (MOD, 7th November 2016).

Reports are being prepared for both the Local Plan Working Group and Executive in early December to provide an update on the Local Plan following the Preferred Sites consultation and to highlight implications of the factors identified.

Future outlook

Following the report detailed above it is anticipated that the programme may need to be extended by up to 6 months to take account of the factors identified.

Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies is Executive Member Cllr. David Carr and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG		
Director	Neil Ferris – Director of City and Environment Services		

responsible	
Dependencies	Deliverability of York Central
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p>

Project title	Community Stadium
Reporting period	Up to November 2016
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
<p>AMBER</p> <p>On 17th March 2016 an update on the progress of the procurement process was presented to Executive. The paper also reflected the commitment for the long – term future of Yearsley Pool.</p> <p>On 24th March 2016 the report was presented to Full Council. The report was approved in full.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> •Planning amendment approved at the June planning committee. •Secretary of State confirmed No call in on 21st June 2016. •The Council confirmed its commitment to Yearsley Pool and redefined the full Project Programme Plan associated with the project. •In March 2016 completion of the extension to the Monks Cross Park and Ride and demolition of the existing leisure facilities. <p>A Judicial Review application has been submitted by VUE cinemas on the S73 amendment approved in June. A court date of the 18 January 2017 has been set for the hearing with a decision to follow after.</p> <p>Finalisation and signing of all contracts in the project cannot take place until after any Judicial Review claim has been formally completed.</p>	

This will inevitably impact on the timescales for the project, however at present, this impact is manageable and opening of the stadium is still planned for the start of the 18/19 football season.

If the Judicial Review is successful this will impact upon delivery dates for the facilities beyond the start of that season.

Future outlook

The scheme is predicted to create around 165 FTE jobs including match and event day staff. There will also be additional temporary construction jobs created during the build phase.

During the construction period the development will generate a range of employment opportunities. At the peak of the construction programme, there would be up to 250 people on the site.

The new stadium has the potential to increase supporter demand and attendance numbers. Evidence suggests that the new stadium could generate from 20% - 40% increase in visitor numbers. A 20% increase in visitor numbers to the stadium will equate to 4,200 additional visitors per year from outside the City of York.

Between £129,831 & £259,662 additional expenditure could be generated per annum from the stadium, based on a range of 20% to 40% increase in attendance at matches.

The next steps involve:

- Formal completion of the Judicial review process. January/ February 2017.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, following Judicial review period. March 2017.
- Finalisation of all community partner agreements. March 2017.
 - Full construction will begin once the JR challenge has been completed and contracts signed. Expected March/ April 2017.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Judicial Review challenge is successful and project is delayed by more than 6	Impacts are dependent upon the JR challenge and length of delay.	19	19

<p>months. Miss the season start 18/19 increased costs, possible compensation claims.</p> <p>Pitch is not operational for the start of the 18/19 football season. Delay to the move in of the clubs, increased costs in operating two stadiums, stadium income not generated as clubs can't play.</p>			
<p>NHS fail to sign agreement for lease in time for DBOM. GLL will require CYC to underwrite all costs for the NHS areas which total c£240k at present per year.</p>	<p>Discussions ongoing at high level between CYC Chief Exec and Chief Exec of the York NHS Trust. Confirmation of design and delivery and NHS approval of legal agreement.</p>	19	19
<p>Failure to deliver completion of the DBOM legal contract in the current timescales</p> <p>Delay to the project build and delivery timescales.</p> <p>Increased cost of build, increase in legal and project costs</p>	<p>Legal advice and input from Bond Dickenson as well as Legal officers.</p> <p>Ongoing work to finalise all contracts within the agreed timeline</p>	19	19
<p>Commercial return on land receipt</p> <p>Not realising estimated commercial return on commercial proposals in the final bid</p> <p>Not sufficient revenue to finance the build of the leisure building and facilities. Additional capital required by CYC, value engineering required,</p>	<p>Savilles report supports figures as proposed</p> <p>Potential to increase the amount of retail in the final scheme</p> <p>Reduce the outputs of the project</p> <p>Awaiting outcome of the call in and the judicial review periods before contract can be closed.</p>	19	18

decrease spec or size of the build			
Reports to	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
Exec member	Cllr. Nigel Ayre		
Director responsible	Ian Floyd – Director of Customers and Business Support Services		
Dependencies	Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?Cld=331&Mid=8836&Ver=4		

Project title	York Central
Reporting period	Up to November 2016
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and the National Railway Museum. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes.</p>	
Current status	
<p>AMBER</p> <ul style="list-style-type: none"> • KPMG and Savills have undertaken workshops with all Partners to inform Partnership arrangements. Reporting back December 2016 • Design and Technical advisers (ARUP, Allies and Morrison (masterplanners) and Gustafson Porter (landscape architect)) appointed October 2016 and progressing Planning Strategy/Masterplanning work • Ecological surveys have been undertaken and are continuing • Feasibility study in relation to District Heat Network underway. • Completion of acquisition of third party land in Leeman Yard area of the site. • Representations from the Partnership have been made as part of the local plan process • Negotiation of Unipart acquisition continues • Informal consultation with local resident groups undertaken • Access selection study being carried out to inform access options and strategy for consultation 	
Future outlook	
<ul style="list-style-type: none"> • KPMG to advise on Governance arrangements in October and financial modelling will then commence to inform how the Partnership could operate. Report due December 2016 • Exec approval for WY+TF and future consultation and Unipart acquisition 24/11/16 • Masterplanning and evidence base being progressed • Planning strategy being progressed, expected prior to Christmas 	

<ul style="list-style-type: none"> • Inaugural Community Forum held and chaired by the Very Reverend Vivian Fall – positively received from those on the forum. To be held once a quarter by promoter team • Communication/PR support budget provided by HCA. ITT being worked up by all Partner teams. 			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Partnership with NR and NRM breaks down leading to failure to unlock site	Establish a senior level Board and formalise via a Memorandum of Understanding with development of the site delivered under the terms of a proposed partnership agreement.	23	23
Inability to attract finance/ investment in sufficient quantity at acceptable levels of risk and return	Early market testing, as well as market viability work, to confirm level of interest.	23	19
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	19
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Lead Member Board: Cllr. M. Cannon, Cllr. F. Derbyshire, Cllr. L. Kramm, Cllr. K. Myers, Cllr. A. Reid, Cllr. J. Hayes, Cllr. D. Levene		
Director responsible	Neil Ferris – Director of City and Environment Services		
Dependencies	Local Plan Policy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a	Executive December 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4 Document http://democracy.york.gov.uk/documents/s101740/York%20City%20Transport%20Policy		

**scrutiny
committee)**

[20Central%20Exec%20December%2015%20Final.pdf](#)

Member update – May 2016

Executive July 2016

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4>

Document

<http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf>

Executive November 2016

Consultation on access options

<http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf>

Third party acquisitions

<http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf>

Project title	Southern Gateway
Reporting period	Up to November 2016
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Southern Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
<p>AMBER</p> <p>October Executive approved the disposal of the freehold of Stonebow House to Oakgate Group to allow the redevelopment of the vacant, run down building. Work is anticipated to start on site in January 2017 and complete in January 2018.</p> <p>An in principle agreement has been reached with a Community Interest Company called Spark:York to offer a 3 year tenancy on 17-21 Piccadilly, subject to planning. They would provide a meanwhile use of start-up space for local business, street food and exhibition space in advance of the future long term redevelopment of the site. This would help drive the regeneration of the area, with a paper approving the above taken to November's Executive.</p> <p>English Heritage have been granted planning permission to construct a new visitor centre as part of wider restoration works to Clifford's Tower to improve visitor numbers and satisfaction. For the proposals to proceed English Heritage need to acquire a small area of council owned.</p> <p>The draft Southern Gateway Area of Opportunity policy for the Local Plan is under review with the Local Plan team and Development Management. Feedback has also been sought from wider stakeholders</p> <p>The council are in discussions with the other major landowner in the</p>	

Southern Gateway regarding their proposals for the area. The outcome of these discussions will be taken to Executive for consideration in January.

Future outlook

A major update report will be taken to Executive in January 2017 outlining progress to date on Southern Gateway and the future direction of travel. Key actions and next steps will flow out of this report.

As part of this report a decision on the future of Castle Mills car park will be taken.

Procurement of appropriate legal and valuation advice to guide decision making on the best delivery models for the council's land assets to complete by end of January 2017.

Subject to Executive approval in November, Spark:York will submit a planning application for 17-21 Piccadilly in January 2017, with the intention of opening the meanwhile use in May 2017.

A report outlining the land deal for the Clifford's Tower visitor centre will be taken to Executive in December.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<p>Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets</p> <p>The council fail to develop the best delivery structure for developing out its land assets, or are unable to secure the most advantageous contractual agreements with identified partners. This represents a significant risk to both the Southern Gateway project and the council achieving</p>	<p>It is likely that the council will need to seek external legal support and advice</p> <p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Southern Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p>	21	14

best value			
<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Southern Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets</p>	<p>Discussions with landowners and developers to facilitate development, and understand the implications of the EU referendum on investor confidence. Establishing a planning framework to ensure coherent and high quality proposals when they do come forward</p> <p>Discussions with other land owners and developers are active and ongoing, and an update on this will be taken to Executive in the new year. A draft area of opportunity policy for the Southern Gateway has been submitted to the Local Plan team for review. The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development</p>	23	19
<p>Failure to provide a realistic timeframe for potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium</p>	<p>To develop and bring forward a clear vision for the Southern Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment and risk the council want to assume.</p> <p>Work is ongoing with</p>	20	19

<p>time period would need significant expenditure.</p> <p>The council has to spend significant money on assets in the short term to keep them operational when they will potentially close in the near future. This would represent wasted expenditure, but it may be unacceptable to close them without a clear identified plan in place for their future use. If any money is invested in to the assets it may make it difficult to bring them forward for fear of having wasted that money</p>	<p>Directors and Members to establish the level of risk and investment the council want to assume, which will establish the nature of the council's involvement in Southern Gateway and the future use of land assets. The first stage in assessing these options will be the Southern Gateway vision report that will be taken to the Executive in early 2017. This will start to establish delivery options and proposed timescales for development.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Southern Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the regeneration aims of the Southern Gateway without council investment these may result in the council losing existing and</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice will be procured by the end of January to provide detail on the land values of council assets. This is key to assessing the different delivery options</p>	21	20

potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails	and the council's capacity to generate financial returns.		
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, project board		
Exec member	Cllr Chris Steward and Cllr Ian Gillies		
Director responsible	Neil Ferris, Director of City and Environmental Services		
Dependencies	Local Plan Policy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4 Document http://democracy.york.gov.uk/documents/s100456/Report.pdf</p> <p>Executive November 2016 Land assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p>		

Project title	Guildhall
Reporting period	Up to November 2016
Description	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status	
<p>GREEN</p> <p>This progress update covers the period August - Nov 2016</p> <p>The project was considered by Executive 14 July 2016 and approval was given for progression of key work streams to the next stages including :</p> <p>Submission of Planning and Listed Building Consent applications - submissions validated 23 August 2016</p> <ul style="list-style-type: none"> • Planning decision expected 14 Dec 2016 • Marketing of Restaurant unit - Cushman Wakefield stage 2 appointment confirmed and draft marketing materials prepared for sign off 1 Nov 2016 - (comments made and revisions now pending) - marketing activity to follow pending planning decision • Design Team appointed to undertake RIBA stage 4 detail design target date 1 Oct - appointments / programme actually confirmed 11 Nov 2016 • In preparation the Design team have undertaken - A procurement workshop / a value engineering workshop / a risk workshop / early contractor involvement market testing. • Investigate / secure potential complimentary funding sources - A revised submission made to LCR for LGF grant funding - approved by Investment Committee 9 Nov 2016 - A £2.35m grant offer subject to contract • Investigate options for operation / management of the business club / serviced office offer - soft market testing with 2 national companies has confirmed interest in the facility and their outline business plans 	

validate the council's business model.

- Commence procurement of a contractor for the construction works - a timetable and proposed 2 stage process is being worked up with legal and procurement to commence early 2017.

Future outlook

For the period Dec 2016 - March 2017 - the following project activity / key milestones :

- Planning / Listed Building consent - target date 14 Dec 2016
- Marketing the Restaurant unit - Dec 2016 - January 2017
- Design team under take RIBA stage 4 detail design
 - Nov 2016 - Dec 2016 - sign off GAs / confirm pretender estimate / construction target
 - January 2017 - April 2017 - detail design of building elements to detail programme
- Procurement of construction contractor (2 stage process)
 - preparation of documentation Nov / Dec 2016
 - PQQ (including ITT info) - January 2017
 - ITT stage 1 Feb - Mar 2017
 - ITT stage 2 - May 2017 -
- Decision making project board 1 Feb 2017 - sign off on initial stage 4 design work / detailed business case
 - lead into Exec - DMT / CMT Feb
 - Exec - 16 Mar - seeking approval to deliver the scheme
 - Full Council 30 Mar - seeking approval to borrow scheme finance

Key risks

From project risk register

Risk (brief description/consequence)	Control/action	Gross	Net
<p>Insufficient funding to deliver the project.</p> <p>Capital costs and/or gap between cost of repaying borrowing and income from lease/rentals exceeds</p>	<p>LGF funding application for 'gap funding' as soft loan to secure delivery of LCR SEP objectives in partnership with CYC</p>	25	20

<p>agreed limit.</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs</p>			
<p>Capital costs increase/exceed budget</p> <p>Costs of scheme exceed current budget estimate as scheme is developed in detail.</p> <p>Project becomes unaffordable</p>	<p>Project team approach - early contractor involvement - value engineering workshops</p>	<p>23</p>	<p>19</p>
<p>Insufficient revenue income to repay borrowing</p> <p>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs.</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process</p> <p>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</p>	<p>23</p>	<p>19</p>
<p>Failure to secure pre-let on restaurant unit at appropriate value</p> <ul style="list-style-type: none"> • No offers at expected value • Failure to agree heads of terms <p>Project is unviable/too risky</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process, may require re-marketing</p>	<p>23</p>	<p>18</p>
<p>Reports to</p>	<p>Executive, CSMC, project board</p>		
<p>Exec member</p>	<p>Portfolio of the Executive Member for Finance and Performance</p> <p>Councillor Chris Steward</p>		

Director responsible	Ian Floyd Director of Customers and Business Support Services
Dependencies	Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN</p> <p>https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN</p> <p>https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p>

Project title	Older Persons' Accommodation Programme
Reporting period	Up to November 2016
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> • fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes; • progress with plans to build a 27 home extension to Glen Lodge; • seek the building of a new Extra Care scheme at Oakhaven in Acomb; • see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and • encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
<i>This report now includes the Burnholme Project</i>	
<u>Glen Lodge Extra Care scheme</u>	
<ol style="list-style-type: none"> 1. Construction of the extension to Glen Lodge Extra Care facility in Heworth and is progressing well. The new access road is complete and in use and the foundations of the 25 home extension are in place and ground floor block work is going up. Good progress is also being made on the two bungalows with walls up to roof height. Good resident and neighbour relations are being maintained. The cost estimates are within budget. 	
<u>Burnholme Health & Wellbeing Campus</u>	
<ol style="list-style-type: none"> 1. Work at Burnholme progresses well: <ol style="list-style-type: none"> a. The procurement of an 80 bed care home on the site of the Burnholme School is on-going. The Council seeks a partner to 	

fund, build and operate the home and will “buy” up to 30 beds from the provider, at a discount. Three bidders have been invited to submit formal Tenders and these will be received in January 2017. A decision on preferred bidder will be made in Q1 2017.

- b. Enabling works to allow the Care Home and other facilities to be built at Burnholme are progressing well. New electricity and gas services plus a new boiler for the sports area are in place and the "redundant" school builds are now isolated from services and are ready for demolition.
 - c. No tenders were submitted for the combined demolition and road building opportunity and so we have re-tendered for demolition only. A result should be known by Christmas. Demolition is due to be completed by Easter 2017.
 - d. Tenders for the construction of the access road will form part of the construction contract for the Community & Library facilities or will be separately tendered.
 - e. The planning application for the new Library and community facilities at Burnholme was submitted at the end of August. Following extensive pre-planning engagement with neighbours and stakeholders which demonstrated continuing support for the proposals no objections to the formal planning application have been received. We anticipate determination of this application in December 2016.
2. Department for Education (DfE) Academies Act consent has been granted for the disposal of the school buildings on this site. This frees the land for the care home, the library and community facilities and the health centre. This removes a major risk to the delivery of the project.
 3. The DfE confirm that our application under Section 77 of the School Standards and Framework Act 1998 has been recommended for approval by the Minister of State and we await a final decision on this matter.

Oakhaven Extra Care Facility

1. Planning consent has been awarded for the use of Oakhaven as temporary accommodation. The implementation of this use has not yet begun as the housing team have been evaluating options regarding Ordnance Lane and alternative temporary accommodation.
2. The procurement for a partner to develop the new Extra Care facility on this Oakhaven site was launched on 3rd November 2016 and will conclude in February 2017.
3. North Yorkshire Police have confirmed their continued interest in

moving off of their Acomb Road site and re-locating to join other services at Lowfield. They meet formally in September to agree proposed terms. We will evaluate this and decide if it is worthwhile in the context of the Extra Care facility.

Lowfield re-development

1. Members agreed in July 2016 to proceed with the redevelopment of the Lowfield site. The development will be called Lowfield Green.
2. A spatial plan on the proposals to develop Lowfield Green has been drawn up and this was the subject of public engagement in October 2016. Over 400 residents engaged and the majority support the plan to deliver a 70 bed care home, bungalows and flats for older people, family homes, plots for self-build housing (delivering over 160 new homes), a health centre and public open space on the site. We are now ready to progress this development.
3. The proposal also includes the examination of the provision of new football pitches on Ashfield Estate land off of Tadcaster Road.

Existing Older Persons' Homes

1. Grove House, the Older Persons' Home which closed in February of this year, was marketed for sale and Executive have accepted the offer of £1.6m for use of the site for housing, subject to planning consent.
2. McCarthy & Stone have obtained planning consent for the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.
3. Willow House Older Persons' Home on Long Close Lane, Walmgate, has been the subject of consultation on the option to close. The consultation has revealed no strong objections to this proposal and residents, relatives and staff are focused on where to move to. Facilities provided for people with a learning disability will be re-provided in other locations.
4. We have completed a review of options for Haxby Hall including seeking a partner to take on the home as a "going concern" with an obligation to re-develop and build a new 70 bed care home on the site. Residents, relatives and staff have had the opportunity to comment.

New Extra Care provision

1. The Council continue with the negotiation of nomination rights to the rented apartments in the development as well as control over access to the low-cost home ownership homes and a block-purchase

arrangement for 8 care home beds at the Joseph Rowntree Housing Trust 60 bed nursing and residential care home and 105 Extra Care apartments on the site of Red Lodge and the Folk Hall at New Earswick. Construction work will begin early in 2017 with the care home and first extra care apartments ready by Q2 2018.

Resources

1. The Programme received good support from our Biology Research Council intern over the autumn. Peter has worked on Lowfield consultation, the Haxby Hall option appraisal and the Lowfield business case, as well as integration of health and other activities at Burnholme.
2. The Programme has also recruited a one-day-per-week Programme Facilitator to support the Programme working on elements of the Lowfield, Haxby Hall and other part of the programme.

Future outlook

New Extra Care

1. The re-design of the new entrance area for Glen Lodge will be completed by Christmas and is likely to need separate planning consent. This will be pursued in Q1 2017.
2. In Q1 2017 we will review the staff arrangements, allocations procedures and operation of the allocations panel for Glen Lodge in order to ensure that the scheme is ready for expansion in Q3 2017.
3. Procurement of a partner to deliver the next Extra Care facility at Oakhaven will continue and conclude in Q1 2017.
4. In Q1 2017 we will implement 24/7 care at Marjorie Waite Court to make this a full Extra Care scheme. This change will run alongside a review of the allocations and care assessment route for potential residents of this scheme.
5. Local residents will also be consulted on the option to close Burton Stone Lane Community Centre (BSLCC) next to Marjorie Waite Court. Should the decision to close BSLCC be made then the option to extend Marjorie Waite Court will be pursued.
6. We will seek to conclude negotiations with JRHT regarding nominations at New Lodge.
7. We will support the Abbeyfield Society with plans to extend Regency Mews.

Existing Older Persons' Homes

1. Executive on 24th November 2016 will be asked to decide on the closure of Willow House Older Persons' Home and, should the decision to close be made, then residents will move out during January and February 2017 and the home will close by Easter 2017
2. Executive on 7th December 2016 will be asked to move forward with a sustainable future for Haxby Hall and begin formal consultation with residents, relatives and staff. This will take place in Q1 2017.
3. In Q1 2017 we will decide which will be the next Older Persons' Home to be the subject of consultation on the option to close.

Burnholme Health & Wellbeing Campus

1. Procurement for a partner to deliver a care home at Burnholme will continue and conclude in Q1 2017.
2. Procurement of the demolition works at Burnholme will conclude in December 2016.
3. The planning application for the new Community & Library facility at Burnholme is due to be considered by Committee in December 2016.
4. Executive on 7th December 2016 will be asked to approve investment in the new Community & Library facilities and, once that consent is given, we will begin procurement for the constructor to undertake this work.
5. We await DfE consent for release of the redundant playing field land at Burnholme. The Community & Library facilities will not progress beyond the preparation stage until this consent is granted.
6. We await NHS approval of the grant application to fund the health centre on the site.

Lowfield Green

1. Executive on 7th December 2016 will be asked to approve the spatial plan for the Lowfield Green development and agree to:
 - a. procure a partner to develop the care home on the site;
 - b. invest £993k in enabling and access works on the site;
 - c. prepare and submit relevant planning applications;
 - d. develop housing on the site;
 - e. progress self-build housing plots on the site; and
 - f. progress the health and other public service uses of the site.
2. We will progress new football pitches on the Ashfield estate land off of Tadcaster Road.

Programme Resources

1. The Programme Board will review resources needed to support the Lowfield Green and Haxby Hall projects.

Key risks

A key risk relating to the granting Department for Education consent to dispose of land and/or buildings at the Burnholme school site is deminising. Consent has been granted for the disposal of the building. We new press for the playing fields consent. The Burnholme Health and Wellbeing Campus proposals is carefully structured and brought forward in such a way as to minimise the impact upon the Programme should the consent not be granted to sell the playing field land.

A key element of risk management of this project is contingency planning. As we move forward with the Programme we seek to identify key steps and to plan for alternative options at these steps so that, in the event of blockage or problem we can proceed to goal via an agreed alternative route. At present these option points include:

- 1.The award or not of HCA grant for the Glen Lodge extension. Should grant not be forthcoming CYC will use RTB receipts or Section 106 "commuted" sums in its place.

Grant has now been awarded including arrangements to allow recent potential changes to Housing Benefit regulations (the LHA issue) to be mitigated.

- 2.When we have tested the market for interest investment in the residential care home at Burnholme (2016), should there be no willingness to invest CYC will ether invest itself or pursue the option to invest on the Haxby Hall site and buy more care beds from the independent sector. We are currently testing this via the Care Home procurement.

Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.	19	13
Project does not deliver the right number and type of care places required by the City.	Regular market review Modelling of predicted care levels to look at effect of the provision of different	19	6

Needs remain unmet.	numbers of care places by type		
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	19	14
There is insufficient funding to deliver all of the elements of the project. The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme. Alternative sources of funding be identified and secured in order to achieve full project	19	13
The existing sites may not realise the anticipated level of capital receipts included in the financial model.	Work closely with partners and CYC finance to maximise capital receipts	8	1
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Director of Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf</p>		

Project title	Local area teams
Reporting period	Up to November 2016
Description	
<p>Reshape early intervention services for 0-19yrs to make best use of our collective skills and resources and look at creating a multi-agency approach to improving the experience of families from a range of services. To make efficiencies within our systems and meet council budget reductions for all areas of service affected.</p> <p>Provide place based and intelligence led prevention services which increase the resilience of families within their communities, build community capacity and reduce the need for high cost specialist service support.</p> <p>Reshape prevention and early intervention services for 0-19 yrs (inc up to 25 yrs LDD). Establish 3 Local Area Teams to deliver place based services for families. Review use of Children's Centre Services and city centre youth offer.</p>	
Current status	
<p>GREEN</p> <p>Selection processes have now been completed to the substantive structure. Staff are being supported to look at redeployment opportunities ahead of the new structure going live in January 2017. The new management team is regularly meeting now in readiness for launch of the new service. A skills audit has been undertaken with all staff to identify training and development needs and to allocate staff to localities.</p> <p>The Transition Plan is now underway to ensure the safe and secure transformation from current service delivery to the new operating model. The Transition Plan covers a myriad of smaller projects and covers the time period up to launch in January 2017 and through to March 2018. The arrival of Ofsted has impacted on transition plan delivery but these risks are being managed through reporting to CEC DMT.</p> <p>Planning is underway with Facilities Management to undertake the next round of moves to bring together Local Area Teams. This will also require the relocation of some social care staff currently based in children's centres back into West Offices.</p>	
Future outlook	

Oct-Nov Transition Plan implementation. Local Area Outcome Plan and draft early help strategy in development.
 01/01/2017 – go live
 Jan – Feb – project closedown move into longer term transition plan work-streams

Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Corporate asset strategy impacts on ability of this model to achieve facilities savings in isolation.	Corporate asset strategy risk highlighted to DMT, Create Resilient Communities Board and CMT. Savings in this project assigned to assets profiled to 2018/19 allowing time for corporate asset strategy to be developed.	19	19
Risk of staff skills and knowledge not meeting the required level to deliver against new roles.	Set in place workforce development plan to support induction of staff into new structure.	19	19
That changes at both statutory and early help levels negatively impact on outcomes.	Need to maintain regular dialogue through change programme. Establish a short term specific working group prior to go live to address any issues.	19	19
Reports to	Children’s Services, Education and Skills Directorate Management Team		
Exec member	Cllr. Stuart Rawlings		
Director responsible	Jon Stonehouse		
Dependencies	Facilities Management, Business Support, Strategic Intelligence Unit, Corporate asset review is a significant part of understanding value for money in the co-location of multi-agency services, reviewed use and condition of CSES assets and ability to change use and review community need.		
Link to paper if	Executive March 2016 Prevention and Early Intervention Services - a proposal		

<p>it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>for a new way of working</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8847&Ver=4</p> <p>Executive July 2016</p> <p>Review of Children's Centre services and city centre youth offer</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303</p>
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Project title	Digital Services (CRM)
Reporting period	Up to November 2016
Description	
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>	
Current status	
<p>AMBER</p> <p>The Digital Services Project Board agreed to delegate the sign-off to key stakeholders which subsequently took place on the 24th November. Sign-off was agreed for MyAccount functionalities, street lighting and street cleansing processes. Some changes were highlighted to be completed before the deployment on the 29th November 2016 and some enhancements were also recognised and noted.</p> <p>The remaining 7 processes are in development and the project has confirmed that due to the differing levels of changes required they will be released at a regular pace with all 9 being in place by the end of February 2017.</p> <p>We have continued to launch Revenues and the Benefits solutions with Single Occupancy On / Off and student forms now completed and released with no issues reported since that last board. We are now preparing to release Special arrangements and Change of Circs in December. The remaining processes will be delivered through Oracle as part of Release 3.</p> <p>Training and Member testing have successfully been delivered and feedback / concerns have been responded to. On-site demonstrations have also been given to Councillors. Value Stream maps and business readiness have highlighted areas that can be improved and made more efficient e.g. providing a mobile device to Inspectors. The CRM system offers a browser version which we are investigating / trialling when the Highways processes go live to support mobile working.</p> <p>At this time, we are concentrating on the Release 2 process drops however we are continuing to work with GovTech for the integration of all Revs & Bens processes into My Account (Release 3), e-billing web-chat, email and social media suites.</p>	

The project has enrolled in Oracle University so as to develop in-house skills of developers. Configurer training is now running twice per week with the appointed developers, the project team and CPT.

Phase 2

The initial rollout of digital in the revenue and benefits area has been extremely successful in terms of the customer experience, demand for digital solutions and delivery of savings. CMT along with the Executive are both supportive and keen to push on with the programme into Phase 2 and beyond.

The project team will go back to CMT/Portfolio holders in January with a clear plan and business case including areas to be considered in Phase 2. This is going to be looked at in terms of where the largest savings may be delivered through the digitalisation of either internal or external processes. The timeline to do this is quite short and the knowledge of IT in relation to areas we should look at is been provided by AC.

We are approaching the Christmas break but will endeavour to bring back to board a draft of the areas been considered for Phase 2 in January.

Future outlook

The project team will go back to CMT/Portfolio holders in January with a clear plan and business case including areas to be considered in Phase 2. This is going to be looked at in terms of where the largest savings may be delivered through the digitalisation of either internal or external processes.

We are approaching the Christmas break but will endeavour to bring back to board a draft of the areas been considered for Phase 2 in January.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed	23	23

		by end of Sept		
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed		Controls: Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up Ongoing face to face dialogue with services Actions CPT to complete knowledge transfer including training material Processes (outside of Release 2) passed to configurers whilst CPT are still on-site Schedule Oracle training course (5 day)	17	12
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live		Controls: Ongoing face to face dialogue with services Actions: Complete Business Readiness Assessments	23	19
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.		Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed by end of Sept	23	23
Reports to	Digital Services Programme Board; Corporate Scrutiny and Management Board			
Exec member	Cllr. Chris Steward			
Director responsible	Ian Floyd – Director of Customers and Business Support Services			
Dependencies	CRM Lagan			

	MDM -Clearcore Govtech Rev's and Ben's.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016 City of York Digital Inclusion http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf

Project title	Outer Ring Road (A1237)		
Reporting period	Up to November 2016		
Description			
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>			
Current status			
RED			
<p>Outline designs for the roundabout upgrades were prepared in 2015 and Gateway 1 approval was received from the West Yorkshire Combined Authority subject to City of York Council joining the West Yorkshire Transport Fund. The work was suspended at the end of 2015 as commencement of the next phases (public consultation and land acquisition) was dependent on the availability of a funding source for delivery. The potential use of the West Yorkshire Transport Fund to provide the necessary funding for the construction of the roundabout upgrades was discussed at the Executive on 24 November and a decision was made to move to full council on the 15th December for approval.</p>			
Future outlook			
<p>If access to the WYTF was confirmed in this financial year then a project delivery team could be rapidly established and construction could potentially commence in 2018/19. It is anticipated that all of the roundabouts could be completed by 2021/22 depending on the availability of land and receipt of planning consent where required.</p>			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Funding not available/ Next phase of project can not progress until funding is	Obtain funding – Access to WYTF to be discussed at 24 November Executive.	23	18

confirmed			
Planning consent not granted/ The most complex roundabouts can not progress	Ensure necessary preparatory survey and consultation work is undertaken	23	18
Land not available/ project can not be progressed without the necessary land outside of the public highway boundary.	Ensure the necessary land acquisition and CPO processes are progressed	19	13
Reports to	Transport board		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris		
Dependencies	LTP3, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016</p> <p>http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p>		

Project title	York Central Access		
Reporting period	Up to November 2016		
Description			
<p>The project delivers the key transport requirements of the York Central Project and comprises 2 main elements:</p> <p>Delivery of a new access route from the existing highway network into the York Central site and to the rear of the station.</p> <p>Delivery of a new transport interchange at the front of the station including the potential demolition of Queen Street Bridge.</p>			
Current status			
AMBER			
<p>Progression is currently dependent on the delivery of the overall York Central project and the availability of funding through the West Yorkshire Transport Fund. Gateway 1 approval for the funding has been obtained from West Yorkshire Combine Authority subject to City of York Council joining the fund.</p>			
Future outlook			
<p>Subject to the Council joining the WYTF and a decision on the preferred access route it is anticipated that work could commence in 2018/19. Papers on York Central Access options and the WYTF were be submitted to the Executive on 24 November. A decision was made to move the WYTF item to full council on the 15th December for approval.</p>			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Funding not available/Next phase of project can not progress until funding is confirmed	Obtain funding – Access to WYTF to be discussed at 24 November Executive.	23	15
Public consultation affects choice of access point and increases cost.	Ensure necessary preparatory survey and consultation work is	20	15

	undertaken at an early stage		
Land not available / project can not be progressed without the necessary land	Approvals from landowners to be obtained through delivery partnership	20	18
Interface with Network Rail infrastructure delays scheme delivery	Gain necessary access approvals at an early stage once route is confirmed.	20	18
Reports to	Transport board		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris		
Dependencies	LTP3, York central, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>York Central Access Options and West Yorkshire Transport Fund reports being submitted to the Executive meeting on 24 November See York Central papers</p> <p>West Yorkshire Transport fund Executive paper November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive November 2016 (Consultation on access options) Consultation on access options http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf</p>		