



## Notice of a public meeting of

### Customer and Corporate Services Scrutiny Management Committee

- To:** Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, Musson, Rowley, D Taylor, Vassie, and Wann
- Date:** Monday, 10 February 2020
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

### AGENDA

#### 1. **Declarations of Interest**

At this point, Members are asked to declare:

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

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

#### 2. **Minutes** (Pages 1 - 6)

To approve and sign the Minutes of the meeting held on 13 January 2020.

#### 3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 7 February 2020**. Members of the public can

Speak on agenda items or matters within the remit of the Committee.

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

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Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at [http://www.york.gov.uk/download/downloads/id/11406/protocol\\_for\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

#### **4. Supporting and Engaging Local Councillors (Pages 7 - 20)**

This report sets out the existing practices to help and support Councillors in their roles and in engaging their communities.

#### **5. York Central Briefing (Pages 21 - 76)**

This report provides an update on the status of the York Central Project, in the context that it is the largest project in the Major Projects portfolio.

#### **6. 2019/20 Finance and Performance Monitor 2 (Pages 77 - 84)**

This report provides details of the overall finance and performance position for the period covering 1 July 2019 to 30 September 2019, together with an overview of any emerging issues.

**7. Report of the Chair of the Economy and Place Policy and Scrutiny Committee (Pages 85 - 90)**

This report provides Members with a six-monthly update on the work of the Economy and Place Policy and Scrutiny Committee.

**8. Food Poverty Scrutiny Review Interim Report (Pages 91 - 120)**

This report provides an update on the work carried out so far by the Ad-Hoc Scrutiny Sub-Committee established to investigate food poverty in the city.

**9. Work Plan 2019/20 (Pages 121 - 126)**

To consider the Draft Work Plan for 2019-20.

**10. Urgent Business**

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

Democracy Officer:

Name: Robert Flintoft  
Telephone: (01904) 555704  
E-mail: robert.flintoft@york.gov.uk

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

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

Contact details are set out above.

**This information can be provided in your own language.**

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

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City Of York Council

Committee Minutes

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Meeting	Customer and Corporate Services Scrutiny Management Committee
Date	13 January 2020
Present	Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, Rowley, Vassie, Wann and Musson
Apologies	Councillor D Taylor

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**51. Declarations of Interest**

At this point, Members were asked to declare any personal interests not included on the Register of Interests, prejudicial interest or any disclosable pecuniary interests which they may have in respect of business on the agenda. None were declared.

**52. Minutes**

Resolved: That the minutes of the previous meeting held on the 9 December 2019 be approved and signed by the Chair as an accurate record, subject to the following amendment to minute 48 (Scoping Report for Corporate Project Management Approach) as set out below:

- ‘(i) That Councillors Fenton and Wann explore the quality assurance process with Officers and report back to the Chair/Vice-Chair;
- (ii) That Councillor Barnes explore the change management process with Officers and report back to the Chair/Vice Chair;’

**53. Public Participation**

It was reported that there had been no registrations to speak under the Council’s Public Participation Scheme.

**54. Attendance and Wellbeing - Day One Attendance Management**

Members considered a report that provided an update following the recent implementation of the Day One Attendance Management system supplied by Medigold. The officer noted that the implementation had gone well and that issues that had been highlighted by members of staff and trade unions were being addressed by Medigold and CYC through weekly contact. They responded to several queries from Members around staff training to use the system and reporting. They confirmed that the new system provided a trained individual who could provide deeper analysis when speaking with staff members who report absence, this analysis would aim to identify a more accurate reason for absence that could be used to identify further support for staff. It was noted that there was not one way of reducing absenteeism and improving staff health, but that the support identified would aim to assist staff return to work and would include any appropriate adjustments which may be needed.

It was noted that the Day One Attendance Management system had not been in place long enough to provide meaningful data until the system has been running for a period of 3 months. Members considered what data they would want to receive at the Committee, taking into account the work of the Economy and Place Scrutiny Committee and Staffing and Urgency Committee. Members highlighted the ability to use data from the previous year in the same period to compare with the new data, access to mental health data, and data from the staff surveys. Members also considered inviting trade union representatives to a future meeting for their feedback when considering data.

Resolved:

- i. That the content of the report be noted.
- ii. That trade union representatives be invited to provide their feedback alongside the item on the six-monthly update report on implementation of Day-One Absence Scheme at the 6 April 2020 Committee meeting.

Reason: To ensure that the Committee remain informed of the progress and impact of the implementation of the Day One Absence Management system.

**55. Procurement Strategy and Social Value Policy**

Resolved: That the Procurement Strategy and Social Value Policy report be deferred to the 12 April 2020 Customer and Corporate Services Scrutiny Management Committee.

Reason: Due to unforeseen circumstances leading to the lack of availability of the key officer who was due to present the report and subsequent work-plan congestion.

**56. Report of the Chair of the Climate Change Policy and Scrutiny Committee**

The Chair of the Climate Change Policy and Scrutiny Committee presented a report providing the Committee with a six-monthly update on the work of the Climate Change Policy and Scrutiny Committee and set out the challenges and opportunities of the new Committee.

Members noted the recommendation made by the Climate Change Policy and Scrutiny Committee on the 16 December 2019, regarding the request to set up a Carbon Budgeting team and the appointment of a Carbon Budgeting Specialist. They further noted and discussed in some detail, the provision of resources within the coming budget proposals to address carbon budgeting issues, commenting that swift and decisive action would be needed if the Council were to meet its own challenge of becoming carbon neutral by 2030. In that regard, concerns were expressed about resources not yet being dedicated to provide direct technical advice and support to the Climate Change Policy & Scrutiny Committee.

Resolved:

- i. That the Chair's report and update be noted.

Reason: To keep the Committee updated on the work of the Climate Change Policy and Scrutiny Committee.

## 57. **Schedule of Petitions**

Members considered a report providing them with details of new petitions received to date, together with those considered by the Executive or relevant Executive Member/Officer since the last report to the Committee.

Petition 138. Living Wage was raised by Members, it was confirmed as outlined in the report that considerations around the Living Wage would be included in an agreed overview report on the Procurement Strategy and the Social Values Policy and also addressed in the Economy and Place Policy and Scrutiny Committee's review into In-work Poverty.

Resolved:

- i. That the report be noted.

Reason: To ensure the Committee carries out its requirements in relation to petitions.

## 58. **Work Plan 2019/20**

An updated work plan was received for Members' consideration. Due to the ongoing pressure on scrutiny team resources, it was noted that the Chair and Vice Chair would reschedule business on the work plan as may be required between meetings. The following immediate changes to the work plan were then agreed:

Resolved:

- i. That the Procurement Strategy and Social Value Policy report be deferred to the 12 April 2020 Customer and Corporate Services Scrutiny Management Committee.
- ii. That the Overview report on Budget Setting report be deferred to the 11 May 2020 Customer and Corporate Services Scrutiny Management Committee.

Reason: Due to unforeseen circumstances leading to the lack of availability of the key officer who was due to present the report and subsequent work-plan congestion.



Councillor J Crawshaw, Chair

[The meeting started at 5.31 pm and finished at 7.02 pm].

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**Customer & Corporate Services Scrutiny  
Management Committee**

10 February 2020

Joint Report of the Corporate Director of Children, Education & Communities  
and the Director of Governance

**Supporting and Engaging Local Councillors****Summary**

1. The Committee agreed to incorporate within its current work plan an overview report, setting out existing practices to help and support Councillors in their roles and in engaging their communities.

**Background**

2. In December 2012, the House of Commons Communities & Local Government Committee produced a report presenting their findings on their review into 'Councillors at the Frontline'.
3. At that time, the review considered a number of issues about the role of councillors on local authorities: the nature of their relationship with the communities they serve; approaches to recruiting candidates; barriers that might deter people from becoming councillors; and whether councillors are given the support and training they need to carry out the job effectively.
4. The review urged all councils to consider how best to provide support to their councillors and assist them to ensure they have an active role in their communities. It drew many conclusions around representation, diversity, recruitment of candidates for election and training and development of potential candidates, as well as serving Councillors. To see the Committee's recommendations in full:

<https://publications.parliament.uk/pa/cm201213/cmselect/cmcomloc/432/43202.htm>

5. This Council has always endeavoured to support its Councillors in their varying roles on the Council once elected from induction through to the support required for longer serving Councillors, enabling them to develop in their continuing years of service. Naturally, the level and range of support is dependent upon dedicated resources.

## **Analysis**

### **6. Support to Councillors**

The following support is provided upon election to Councillors:

(i) **Training** incorporating:

- Planned induction for all new Members upon election to the Council;
- Refresher training for longer serving, more experienced Members upon re-election and across years of service; framed around areas of responsibility;
- Seminars/external conferences and activities for elected Members as part of a commitment to ongoing training;
- Close liaison with the Local Government Association (LGA) on dedicated training and development, including delivery by the LGA to York Councillors of tailored training/advice;
- A dedicated but currently small annual budget;

(ii) **Officer support:** As part of their daily function and responsibility, Officers across all Council Directorates provide dedicated support to Councillors in their varying roles from simple enquiries on issues to briefings on significant issues in their wards or in managing key meetings in which they are involved or have a role, eg Chairing;

Specifically, also Executive Support Assistants are provided to each of the main Leader roles to offer PA/administrative support;

(iii) **Members Enquiries Team:** Based within the Customer & Corporate Services Directorate, this small team helps Councillors report service issues and problems within their wards and tracks progress on resolutions to reported issues, eg defective street lighting, potholes;

(iv) **Facilities:** Councillors are based within the West Offices Council Complex. Each political group has a dedicated Group Room with

meeting and computer facilities for the use of Councillors. Photocopying and printing facilities are available;

- (v) **Allowances:** The current Council's Members Allowances Scheme is attached for reference at **Annex 1** to this report and covers the requirements for all Councillors to receive a basic allowance, supplemented by one Special Responsibility Allowance (SRA) for any additional higher responsibility allocated. The Scheme covers additional travel/subsistence, cycle and dependent carer's expenses which Councillors may also claim;

The Committee is reminded that in December 2019 the Council accepted the review and refresh of allowances for Councillors recommended by the Independent Remuneration Panel (IRP). The Committee is reminded that Annex 1 is yet to be updated further to Council's endorsement of the IRP recommendations. Any changes required will be addressed as part of the ongoing 'tidying up' exercise of the Constitution currently underway. It would not be appropriate for this Committee to suggest any review of those provisions given that Councillors allowances have only just been statutorily assessed independently by the appointed IRP.

- (vi) **ICT Support:** Councillors in York also receive a laptop or tablet to enable them to stay properly connected with and in relation to their Council business;

7. In terms of engaging with prospective Councillors or candidates, the Council currently liaises with political groups to provide advance details of induction days and any early agreed training. Where possible, advance notice of dates in the calendar of meetings is also provided (eg Council meeting dates), in anticipation of any newly elected Members having commitments. The Committee will be aware that often timing of 'Committee' and other meetings can be an issue, particularly when newly elected in terms of having to make difficult lifestyle adjustments and compromises as a new Councillor.

### **Support to Members on Engaging with their Communities**

8. The review undertaken by the House of Commons Communities & Local Government Committee identified that 'Councillors should be at the centre of community life, well known and respected by those they represent, and empowered to effect change within their local areas'

9. During 2017, the then Communities and Environment Policy & Scrutiny Committee undertook a review into ward funding and improvements in some ways of working, culminating in a final report to the Executive on 16 March 2017. The Executive acknowledged the importance of community infrastructure and community engagement and in terms of specific relevance to this report, recognised and actively encouraged Councillors and Groups to engage in training opportunities. They also encouraged Political Groups to provide peer support to their ward members to enable them to progress schemes in their wards.
10. Since then, in August 2019, the Executive received and agreed a report reviewing the effectiveness of Ward Committees and in particular devolving more budgets to wards. The Executive also endorsed some specific improvements for helping develop Councillors in their community role, as referred to in paragraph 13 below.
11. Generally speaking, ward working is progressing well. Ward members are in contact with their Community Involvement Officers (CIOs) and in most cases ward team meetings have now taken place. Wards have either rolled forward priorities from last year or are developing new priorities with their residents.
12. Community Involvement Officers are the main support to members in their role as ward councillors– traditionally through Ward Team and Ward Committee meetings – but more recently via more innovative methods including focus group sessions, stakeholder meetings, action days, drop-ins, a Christmas market place, cycle abouts, joint events with the local primary school, surveys, etc.
13. From June to September 2019 an intern from the University of York was placed with the Communities & Equalities Team to research how Members engaged successfully with ward residents, covering all demographics including age, race, faith, income, occupation, education and sexual orientation. The research was based on a representative sample of six wards and involved talking with Members, residents and community groups with a view to identifying suitable methods of engagement for particular areas and demographics. The aim is to now develop a toolkit, which can be used by Members, city-wide, to inform their choice of engagement methods both with their ward as a whole, and with particular groups within it.

14. As ward working was covered only very briefly within the overall member induction it is proposed to run some additional tailored sessions for Members. It is suggested that these cover:
  - Processes around all aspects of ward funding
  - Getting the best from your CIO
  - Sharing between Members of best practice in engaging residents and effective use of ward budgets
15. There have been two new appointments to the Communities and Equalities Team. The first is one additional CIO for wards; allowing a better sharing out of the wards amongst CIOs enabling them to be more directly involved in wards, developing projects and in facilitating efficient delivery of highways and HEIP schemes.
16. The second has been appointed to work with York's minority communities in order to seek an understanding of the communities that are present in the city, and map who they are together with their needs, interests and perspectives. This CIO will take a community development approach, empowering communities and increasing their capacity to bring about change for themselves.

### **Consultation**

17. No consultation was required on this report at this stage, which is for information purposes initially.

### **Options**

18. (i) Having regard to the information provided in this report, the Committee can choose to note it; or
  - (ii) Identify any potential gaps in provision or further information it wishes to receive at a future meeting.

### **Council Plan 2019-23**

19. Whilst this report does not in itself materially affect how the work of scrutiny can support and develop the Council's overall priorities to set out in the new Council Plan 2019-23, how Councillors are supported and how

they engage with their communities can impact on the Council's development and achievements.

### **Implications**

20. There are no known implications associated with the recommendations of this report.

### **Risk Management**

21. There are no known risks associated with the recommendations in this report.

### **Recommendations**

22. The Committee is asked to note the information provided and consider whether they wish to receive any further information at a future meeting in relation to supporting Councillors or helping them engage with their communities.

**Reason:** To be confident that Councillors are being thoroughly supported in their various roles including that of community involvement and engagement.



**Contact Details**

**Author:**

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**Report Approved**

**Date**

30.01.20

**Specialist Implications Officer(s)**

None

All

**Wards Affected:**

For further information please contact the author of the report

**Background Papers:**

House of Commons Communities & Local Government Committee report –  
December 2012

**Annexes:**

**Annex A – Members Scheme of Allowances**

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**Section 6 - Members' Scheme of Allowances and Entitlements**

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## **1 Basic Allowance**

- 1.1 Every Councillor, irrespective of any particular office he or she may hold on the Council, is entitled to the same level of basic allowance. The basic allowance will be paid to Councillors as a monthly salary. It is intended to recognise the time commitment of all Councillors, including such inevitable calls on their time as meetings with officers and constituents and attendance at political group meetings.
- 1.2 The basic allowance also covers incidental costs incurred by Councillors such as the use of their homes, general administration, out of pocket expenses, internet and telephone expenses and travel within the city of York.
- 1.3 The basic allowance will be uplifted on an annual basis in line with any general salary increases payable to Council staff.

## **2 Special Responsibility Allowance**

- 2.1 In addition to the basic allowance it was agreed at Council that Councillors may receive a special responsibility allowance for any of the following additional responsibilities:
  - (a) Leader of the Council
  - (b) Deputy Leader of the Council
  - (c) Group Leader (Main Opposition)
  - (d) Deputy Group Leader (Group with more than ten Members)
  - (e) Group Leader (Minority Party)
  - (f) Executive Member
  - (g) Chair of Customer & Corporate Services Scrutiny Management Committee
  - (h) Chair of Scrutiny Committee
  - (i) Chair of Main Planning Committee
  - (j) Chair of Area Planning Sub-Committee
  - (k) Chair of Licensing and Regulatory Committee

(l) Chair of Audit and Governance Committee

(m) Lord Mayor as Chair of Council

2.2 Should Councillors be eligible for a special responsibility allowance this will be added to the basic allowance and shown in total on their monthly payslip. However, only one SRA is payable per member and where a member attracts more than one SRA, only the higher SRA will be paid.

### **3 Other Entitlements**

#### **3.3 Dependent Carers Allowance**

3.3.1 Council has agreed to pay a dependent carers allowance to those councillors/co-optees who are eligible with regard to expenditure incurred for the care of children or dependent relatives to enable a Member to carry out council functions.

3.3.2 The reimbursement of costs incurred will normally be at a rate of the living wage.

3.3.3 This rate of allowance may be exceeded in circumstances where professional care is required for children or dependent relatives with medical or other special needs.

3.3.4 In no circumstances will the allowance exceed the amount actually paid.

3.3.5 Claims for dependent carers allowance should be submitted to Democratic Services by the date notified and must be supported by receipts.

3.3.6 All dependent carer allowance claims should be made within two months of the meeting attended.

#### **3.4 Travel and Subsistence**

3.4.1 Travel allowances are payable to Members for **travel outside of the city of York** in respect of approved duties. The following are to be regarded as approved duties:

- A meeting of a joint committee of which the Authority is a member

- A meeting of any body to which the Council makes appointments
- A meeting of the Local Government Association, any sub group of the Association or any body to which the Association makes appointments
- Duties undertaken on behalf of the Authority in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises
- Duties undertaken on behalf of the Authority in connection with arrangements made by the Authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996
- A meeting which has both been authorised by the Authority, a committee, or subcommittee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided)
- Visits by Executive Members, Chairs and Vice-Chairs of Committees and Group Leaders on business associated with those roles
- Attendance of Members at conferences, training courses and seminars approved in accordance with the council's arrangements for Member development
- Other travel approved by the appropriate officer as being reasonably necessary to further the aims of the council (excluding travel for party political or social functions)

Claims should be submitted via ITrent by the date notified. Receipts showing expenditure incurred should be retained for audit purposes.

- 3.4.2 No travel allowance is payable for travel within the area of the city unless the Member has medical or other special needs requiring the use of taxis on approved duties.
- 3.4.2 When travelling by public transport preference must always be given to the cheaper fare whenever possible

- 3.4.3 When using a Councillor's/co-optee's own vehicle the amount claimed for travel must not exceed the value of a 2<sup>nd</sup> class rail ticket for the same journey.
- 3.4.4 All travel and subsistence claims should be made within two months of the meeting attended.
- 3.4.5 Tea and evening meal allowances cannot be claimed in the same evening. Tea or evening meal allowances will only be paid if absence is continuous.

3.4.6 **Meals provided free of charge**

The claim shall be reduced by an appropriate amount in respect of any meals provided free of charge by an authority or body in respect of the meal or the period to which the allowance relates. e.g. Should a councillor/co-optee attend a seminar/meeting and lunch is provided free of charge, a subsistence claim for lunch would not be acceptable.

3.4.7 **Travel by Taxi**

Councillors/co-optees may claim taxi fares provided that the journey is necessary to undertake an approved duty of the Council outside of the area of the city and where no public transport is reasonably available.

Expenses incurred on taxi travel within the area of the city will only be payable where a Member has a medical or other special need requiring the use of taxis in order to carry out approved duties.

3.4.8 **Parking Passes and Cycle Allowances**

Councillors are entitled to choose one of the following:

(a) Option 1 - Councillors Parking Pass

Allows councillors to park in most Council car parks with the exception of 'The Shambles' within the permitted time limits of that car park.

(b) Option 2 - Cycle Allowance

A monthly allowance payable to Councillors via their payslip. Councillors in receipt of this allowance are

expected to use their bicycle as their usual mode of transport.

Requests for full details of current amounts payable in relation to councillor allowances and entitlements together with any queries regarding the scheme should be directed to Democratic Services.





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10 February 2020

## **Customer and Corporate Services Scrutiny Committee**

Report of the Corporate Director of Economy and Place

### **York Central briefing**

#### **Summary**

1. The purpose of this report is to brief the Customer and Corporate Services Scrutiny Committee (CCSSMC) on the status of the York Central project as requested at the CCSSMC, in the context that this is the largest project in the Major Projects portfolio.

#### **Background**

2. CCSSMC considered an update report on the approach to Corporate Projects in October 2019 in order to explore the potential for scrutiny topics in this area. It was asked that a scoping report was brought back to the Committee in December 2019 in order to look at potential pieces of work.
3. The Committee suggested several areas for investigation, one of which was a look into the structure and processes around the York Central project.
4. It was acknowledged that a review of the York Central project has been to the Audit and Governance Committee in the autumn and that, along with a brief update on the project taken from the latest highlight report, the paper from the Audit and Governance briefing (see **Annex A - Managing Risk in the York Central Project**) would be presented for the Committee's consideration.

## York Central Update

5. The progress of the project can be tracked through the monthly highlight report on the York Open Data platform. The current status of the project is as follows (the full highlight report is included in **Annex A**):

### Current status

- The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in February 2020.
- John Sisk Ltd have been appointed as infrastructure delivery partner for Phase 1 Infrastructure on PCS, looking at Value Engineering, Buildability, and risk management
- The WY+TF Full Business Case has been conditionally approved by WYCA.
- HIF decision awaited.

### Future outlook

- The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in late February/March 2020.
- John Sisk Ltd appointed as infrastructure delivery partner for Phase 1 Infrastructure PCS, they have reported on Value Engineering, Buildability and risk management. The output will now be reviewed and considered by Infrastructure Delivery Board and Infrastructure Co-ordination Board prior to progressing to Stage 4 Design
- The WY+TF Full Business Case is conditionally approved by WYCA and CYC are working through discharge of the conditions.
- HIF decision awaited.

## Recommendations

6. The Customer and Corporate Services Management Committee is asked to review the documentation in the body of the report and explore areas for potential further work.

Reason: To ensure that the committee is confident of the structure of the Council's largest Major project.

Contact Details

**Author:**

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Smart Place  
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**Chief Officer  
responsible for the report:**

Neil Ferris  
Corporate Director for Economy and Place

**Report**  **Date** 24/01/2020  
**Approved**

**Specialist Implications Officer(s)** None

**Wards Affected:** All

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**For further information please contact the authors of the report**

**Abbreviations**

CCSSMC – Customer and Corporate Scrutiny Management Committee

**Annexes**

**Annex A** - Managing Risk in the York Central Project

**Annex A1** - Governance arrangements (excerpt from Nov 18 Executive report)

**Annex A2** - Terms of reference for the Strategic Board and the Coordination Board and the Infrastructure Delivery Board

**Annex A3** - York Central Risk Log

**Annex A4** - Verto York Central Highlight report

**Annex A5** - York Central Gateway Review report

**Annex A6** - Summary of York Central Executive decisions

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**Managing Risk in the York Central Project**

1. The York Central project is possibly the most complex project ever undertaken by CYC. It is large scale, multi-faceted, strategically essential and requires the effective collaboration of 4 public sector land owners and is funded from multiple inter-related funding sources.
2. Delivery requires effective project management of the individual strands of work to ensure the delivery of the required outputs but also requires a comprehensive approach to programme management to deliver the expected outcomes.
3. The programme governance has evolved as York Central Partnership has matured. Executive have agreed all governance arrangements with the most recent arrangements agreed by Executive in November 2018 set out in Annex 1. This is predicated on the strategic oversight being undertaken by a senior level York Central Strategic Board, with programme co-ordination between all partner activities delivered through The York Central Coordination Board. This board monitors the master programme, budget and benefits realisation, making sure that all contributing projects are aligned and that the critical path can be delivered. There are 4 projects feeding in to the Co-ordination Board and CYC leads the Infrastructure Delivery Board with representatives of YCP and NR and both LEPS in attendance. The detailed Terms of Reference for this board are set out at Annex 2. The Station Frontage project is a separate corporate project undertaken in partnership with NR but is indicated in the YC governance arrangements due to the clear links between work to both sides of the railway station. The two remaining project boards are operated by YCP partners with the NRM leading on the delivery of their masterplan and the majority landowners Network Rail and Homes England leading the Developer Board.
4. Risk is managed at a programme level via the York Central Co-ordination Board and at a project level via each project. The programme risk log is reviewed at each monthly board meeting and is attached at Annex 3. York Central Infrastructure Delivery Board uses the council's Project Management system Verto which contain the project risk register. This is regularly maintained by the

York Central Project Manager and the most up to date Highlight report is attached at Annex 4.

5. The Project assurance function is essential to the success of York Central due to the complexity and inter-related projects with many dependencies. This function has been commissioned externally to ensure that there is the highest quality programming and assurance services applied to the overall programme and that this is integrated into the Infrastructure Delivery Programme. This service has been commissioned from Avison Young.
6. The corporate project management framework is also applied across the CYC elements of the project with gateway reviews forming an essential part of the challenge applied to ensure that York Central is a well-managed project. The project Gateway review undertaken in April 2019 is attached at Annex 5.
7. Progress with the project has been reported to Executive at every stage and Executive and Full Council have made numerous decisions to progress the project. A summary of the decisions made in the 18 separate reports considered by the Executive since 2006, is attached at Annex 6, listing out all Executive decisions.

## Annexes

Annex 1 – Governance arrangements (excerpt from Nov 18 Executive report)



Annex A1 -  
Governance.docx

Annex 2 - Terms of reference for the Strategic Board and the Coordination Board and the Infrastructure Delivery Board



Annex D2 - Terms of  
Reference.pdf

Annex 3 – York Central Risk Log



YCP Risk Register  
- Draft V2.0

## Annex 4 – Verto York Central Highlight report

<b>Project title</b>	York Central								
<b>Reporting period</b>	January 2019								
<b>Description</b>									
<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 Homes England. 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. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>									
<b>Overall status this period (Jan)</b>					<b>Overall status previous period (Dec)</b>				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
<b>Jan</b>									
<b>Dec</b>									
<b>Tasks &amp; Milestones Status Explanation</b>		<ul style="list-style-type: none"> <li>- The programme is driven by partner organisational delivery imperatives and funding availability. The programme indicates that milestones are achievable but there is very little float/ scope for slippage and the project is complex with many communities of interest.</li> <li>- The project remains on target to deliver infrastructure works to funding deadlines and housing/economic benefits to City.</li> <li>- City of York Council and WYCA have released additional funding whilst the HIF announcement is awaited, to support scheme off plot infrastructure detailed design and Reserved Matters Planning Application.</li> </ul>							
<b>Risks Status Explanation</b>		Risks associated with the project are complex and interdependent. Active risk management is ongoing.							
<b>Issues Status Explanation</b>		Planning RMA submission delayed to Feb 2020, Partnership Agreement to be signed, S106 to be signed, and HIF funding awaited.							
<b>Current status</b>									
<ul style="list-style-type: none"> <li>• The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in February 2020.</li> </ul>									

- John Sisk Ltd have been appointed as infrastructure delivery partner for Phase 1 Infrastructure on PCS, looking at Value Engineering, Buildability, and risk management
- The WY+TF Full Business Case has been conditionally approved by WYCA.
- HIF decision awaited.

### Future outlook

- The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in late February/March 2020.
- John Sisk Ltd appointed as infrastructure delivery partner for Phase 1 Infrastructure PCS, they have reported on Value Engineering, Buildability and risk management. The output will now be reviewed and considered by Infrastructure Delivery Board and Infrastructure Co-ordination Board prior to progressing to Stage 4 Design
- The WY+TF Full Business Case is conditionally approved by WYCA and CYC are working through discharge of the conditions.
- HIF decision awaited.

<b>Reports to</b>	York Central government structures and the Executive.
<b>Exec member</b>	Cllr Keith Aspen
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy and external funding bids.
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive December 2015 – York Central and Access Project  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Executive July 2016 – York Central  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Executive November 2016            Consultation on access options / Third party acquisitions  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4</a></p> <p>Executive July 2017: Project and Partnership Update</p>



[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188&Ver=4)

Executive November 2017 - Preferred Access Route  
and Preparation for Planning

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10193  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10193&Ver=4)

Executive March 2018 - York Central Access  
Construction

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4)

Executive June 2018 – Masterplan and Partnership  
Agreement

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10469  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10469&Ver=4)

Decision Session August 2018 – York Central Design  
Guidelines

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=875&MID=10847  
#A149619](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=875&MID=10847#A149619)

Executive August 2018

York Central Update – Western Access

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10471  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10471&Ver=4)

Executive November 2018 – York Central Enterprise  
Zone investment Case

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474&Ver=4)

Executive January 2019

York Central Partnership Legal Agreement

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10476  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10476&Ver=4)

Executive July 2019 - York Central Partnership Update

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107&Ver=4)

Executive October 2019 – Update

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111  
&Ver=4](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111&Ver=4)

Annex 5 - York Central Gateway Review report



YORK  
CENTRAL GATEWAY  
REVIEW REPORT

Annex 6. – Summary of York Central Executive decisions

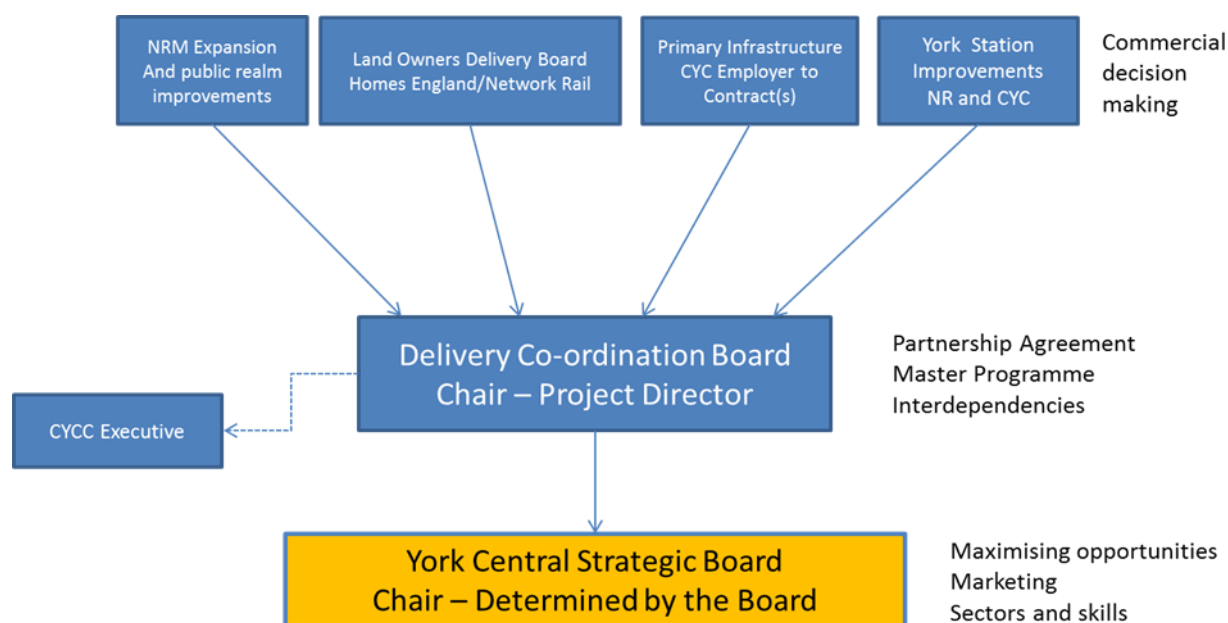


YORK  
CENTRAL GATEWAY  
EXECUTIVE DECISIONS

## York Central Governance

### Excerpt from Executive report 29<sup>th</sup> November 2018

1. As the project moves onto delivery phase it is appropriate to review and evolve the existing governance arrangements to ensure coherent delivery across a large programme of interdependent projects, including the front of York Railway station and the station itself. This is represented diagrammatically below.



2. The Strategic Board will determine its own chair and will be responsible for
  - a. Maximising opportunities
  - b. Ensuring Strategic fit
  - c. Oversight of programme
  - d. Sectors and skills development
  - e. Advocating for the scheme
  - f. Oversight of the promotion and marketing
  - g. Leading effective decision making within their organisation
3. It is anticipated that senior representatives of both LEPs would sit on the Strategic Board.
4. The Delivery Co-ordination Board will be chaired by Project Director and will be responsible for :-
  - a. Delivering the commitments set out in the Partnership Agreement

- b. The ownership of the Master Programme, Cost and Quality benchmarks as set in Partnership Agreement
  - c. Baseline off plot infrastructure cost plan – agreed quality standard and extent
  - d. Decision making on delivery of future infrastructure packages
  - e. Baseline development appraisal (for monitoring of potential for super-profit via s106)
  - f. Proactive reporting from each of the “projects” on deviation from all the above, early identification of issues affecting the critical path
  - g. Manage interdependencies
  - h. Programme assurance
5. There will be a series of individual project boards for
- Infrastructure Delivery – led by CYC but including NR - consideration to be given to inclusion of LEP representatives to oversee delivery of funding commitments
  - Front of Station and Station Board overseeing the works to the front of and including the railway station
  - Development Partners – led by Homes England and Network Rail
  - NRM masterplan project
6. These will all feed into the Delivery Co-ordination Board and will be individually responsible for reporting to funding bodies and ensuring project assurance.

## York Central Governance Board Terms of reference

### TERMS OF REFERENCE FOR THE YORK CENTRAL STRATEGIC BOARD

1. The governance structure for the delivery of York Central is comprised three layers of management activity:

1.1 York Central Strategic Board;

1.2 York Central Delivery Co-ordination Board; and

1.3 individual delivery Boards relating to:

(a) delivery of the Primary Infrastructure – led by City of York Council ("**CYC**");

(b) York Station Improvements – led by Network Rail ("**NR**") with CYC;

(c) NRM Expansion – led by National Railway Museum ("**NRM**"); and

(d) Master Developers Delivery of Development Land – led by Homes England/NR collaboration arrangements.

2. These Terms of Reference relate to the top level Strategic Board with representatives of the wide partnership required to make York Central an international success.

### 3. Strategic Objectives

A Strategic Board is required to oversee the planning and delivery of the redevelopment of York Central in a way that shall:

3.1 support York Central's role in the significant ambition for inclusive economic growth in York and the North, including the creation of a landmark business destination and attraction of national and international businesses around York's growing industry strengths;

3.2 maximise the benefits of the designated Enterprise Zone as part of the wider region; acting as a hub and catalyst for creativity and innovation;

3.3 drive the significant ambition for housing growth in this sustainable location, including new affordable homes to meet identified housing needs;

3.4 ensure connectivity to the city centre and surrounding neighbourhoods;

3.5 support the Station improvements and national and regional connectivity through the railway network;

3.6 ensure a focus on effective placemaking and achieve a high quality of spaces and buildings, complementing the historic setting and railway heritage;

- 3.7 support the expansion of the National Railway Museum as the cultural heart of York Central;
- 3.8 provide for the creation of high-quality digital and physical infrastructure from the outset;
- 3.9 encourage sustainability and minimise the carbon footprint of the development as a whole; and
- 3.10 engage with the community to ensure the development delivers broader social benefits to the people of York and creates a tangible sense of community.

#### **4. Terms of Reference:**

- 4.1 To set strategic objectives for collaborative work between the partners represented on the Board to deliver, and maximise the benefits of, these aims.
- 4.2 To invite other organisations and bodies to be part of, or attend from time to time, the Strategic Board to help achieve the strategic objectives.
- 4.3 To receive progress and other reports from the York Central Delivery Co-ordination Board and the individual partners represented on the Board.
- 4.4 To consider reports and issues and make decisions in accordance with provisions in any Collaboration or other Agreements between the partners represented on the Board. It should be noted that each organisation shall retain the right to take its own organisational decisions.
- 4.5 Where appropriate, to make representations to partner organisations and central government and take other actions to resolve impediments to progress and secure funding and other delivery resources for the development programme.
- 4.6 To resolve, adjudicate or mitigate high-level risks, opportunities and conflicts that cannot be addressed by the York Central Delivery Co-ordination Board or otherwise.

#### **5. Membership**

Proposed Board Member Organisations (represented at Chair, Chief Executive or Executive Director level):

- 5.1 Chair: Dame Mary Archer (for 2019);
- 5.2 City of York Council (two board members);
- 5.3 Science Museum Group (National Railway Museum) (two board members);
- 5.4 Network Rail (two board members);
- 5.5 Homes England (two board members);

5.6 Leeds City Region Local Enterprise Partnership (one board member, with an alternate identified);

5.7 YNYER Local Enterprise Partnership (one board member, with an alternate identified); and

5.8 Northern Powerhouse (represented by Leeds City Region Local Enterprise Partnership Board member).

## **6. In attendance**

The York Central Project Director shall normally attend meetings of the Strategic Board.

## **7. Meeting Administration**

7.1 Shadow board to be established in November 2019 with the intention of the board being chaired and fully operational within three months, or no later than the award of Outline Planning Consent.

7.2 Invitations shall be issued and managed by Homes England.

7.3 Meetings shall be held at least tri-annually, or more regularly as directed by the Board.

7.4 The meeting shall be documented by Homes England.

7.5 Papers shall be collated and issued by Homes England – wherever possible, these shall be issued a week ahead of Board meetings and circulated to all attendees.

## **Terms of Reference for the York Central Delivery Co-Ordination Board**

It should be noted the strategic objectives set out follow those of the Strategic Board.

### **8. Purpose**

8.1 The governance structure for the delivery of York Central is comprised three layers of management activity:

(a) York Central Strategic Board;

(b) York Central Delivery Co-ordination Board; and

(c) Individual delivery teams and project Boards relating to:

(i) delivery of the Primary Infrastructure – led by CYC (the York Central Infrastructure Delivery Board);

(ii) York Station Improvements – led by NR;

(iii) NRM Expansion and Public Realm Improvements – led by NRM; and

(iv) Delivery of Development Land – led by Homes England/NR collaboration arrangements (Land Owners Delivery Board).

8.2 These Terms of Reference relate to the Delivery Co-ordination Board with representatives of the wide partnership required to ensure that the component parts of the development are driven forward in a co-ordinated programme and in line with the Strategic Objectives, and steer of the Strategic Board, while respecting the individual organisations own remits and approval processes within the delivery teams for the interlocking component parts. The Delivery Coordination Board is accountable to the members of the Strategic Board.

### **9. Strategic Objectives**

The Delivery Co-ordination Board shall drive forward and co-ordinate delivery in a way that shall:

9.1 support York Central's role in the significant ambition for inclusive economic growth in York and the North, including the creation of a landmark business destination and attraction of national and international businesses around York's growing industry strengths;

9.2 maximise the benefits of the designated Enterprise Zone as part of the wider region; acting as a hub and catalyst for creativity and innovation;

9.3 drive the significant ambition for housing growth in this sustainable location, including new affordable homes to meet identified housing needs;



- 9.4 ensure connectivity to the city centre and surrounding neighbourhoods;
- 9.5 support the Station improvements and national and regional connectivity through the railway network;
- 9.6 ensure a focus on effective placemaking and achieve a high quality of spaces and buildings, complementing the historic setting and railway heritage;
- 9.7 support the expansion of the National Railway Museum as the cultural heart of York Central;
- 9.8 provide for the creation of high quality digital and physical infrastructure from the outset;
- 9.9 encourage sustainability and minimise the carbon footprint of the development as a whole; and
- 9.10 engage with the community to ensure the development delivers broad social benefits to the people of York and creates a tangible sense of community.

## **10. Terms of Reference**

- 10.1 To work within a mutually supportive partnership environment that brings forward the main component parts of the York Central Development ("**Projects**") relating to York Station itself, the Primary Infrastructure, the Development Sites and the National Railway Museum expansion, in the context of the agreement for the Partnership.
- 10.2 Ensure the realisation of the strategic objectives for York Central, as overseen and updated from time to time by the Strategic Board.
- 10.3 Initiate, monitor and drive joint projects within York Central, reporting progress to the Strategic Board on a tri-annual basis or as directed.
- 10.4 To oversee and drive forward a Master Programme and Vacant Possession Plan for York Central with mutually agreed milestones, and seek to ensure that the obligations on the partners to deliver the component parts of the development are met.
- 10.5 Seek to ensure joint working and the efficient use of all resources and funding deployed to support the delivery of the above master programme.
- 10.6 To manage an overall Master Off Plot Infrastructure Budget and Master Off Plot Infrastructure Cost Plan for the development and ensure that the obligations to funding bodies and investors are met.
- 10.7 To receive proactive reporting on each of the "Projects" within the Master Programme, Vacant Possession Plan, Master Off Plot Infrastructure Budget and Cost Plan, with early identification of issues affecting the critical path.

10.8 To resolve technical issues within component parts of the development and the interface of the different elements of the development.

10.9 To agree the implementation of cost efficiencies, where affecting design quality.

10.10 In the event that cost overruns exceed the baseline Master Off Plot Infrastructure Cost Plan, to agree a strategy to address this to ensure all elements of infrastructure are delivered.

10.11 Reserved Matters applications.

10.12 To have sight of the development briefs for each of the plots, where applicable.

10.13 To review viability and land receipts biannually.

10.14 Ensure the promotion of York Central to internal and external stakeholders.

10.15 Ensure linkages between this Group and the partners' individual decision making and governance processes.

10.16 Seek to resolve or mitigate high level risks, opportunities and conflicts and, where these cannot be resolved, escalate these to the York Central Strategic Board.

10.17 Ensure reputational issues are managed in order to protect and promote the work of all partners.

10.18 To review the Agreement for the Partnership on an annual basis.

10.19 Monitor, review and amend its own Terms of Reference as the project evolves.

## **11. Membership**

Proposed Board Member Organisations :

11.1 Chair(s): To be determined by the Strategic Board before inception;

11.2 YC Project Director;

11.3 City of York Council;

11.4 Science Museum Group (National Railway Museum);

11.5 Network Rail; and

11.6 Homes England.

## **12. Meeting Administration:**

12.1 Transition from existing YC Project Board to be completed in March 2019.

12.2 Invitations shall be issued and managed by Homes England.

12.3 Meetings shall be held at least monthly, or more regularly as directed by the Board.

12.4 Papers shall be collated and issued by Homes England – wherever possible, these shall be issued a week ahead of Board meetings and circulated to all attendees.

## **13. Risks and Responsibilities**

13.1 The risk register has been updated by Avison Young (formerly GVA Grimley) to identify where each of the responsibilities for the risks lie. This sets clear lines of responsibility in the context of the Partnership Agreement.

13.2 The risk register shows a provisional split of responsibility between "Strategic" and "Delivery" Boards (individual risk and action owners unchanged). A specific risk workshop of the Infrastructure Delivery Board is due to be held in May, which shall be supported by an external facilitator, to reconsider the risks of that Board. In advance of this, an interim workshop is proposed to explore these risks and responsibilities.

## **YORK CENTRAL INFRASTRUCTURE DELIVERY BOARD (YCIDB) - TERMS OF REFERENCE - March 2019**

### **1. Purpose**

- 1.1 The governance structure for the delivery of York Central is comprised three layers of management activity:
- (a) York Central Strategic Board;
  - (b) York Central Delivery Co-ordination Board; and
  - (c) Individual delivery teams and project Boards relating to:
    - (i) delivery of the Primary Infrastructure – led by CYC (the York Central Infrastructure Delivery Board);
    - (ii) York Station Improvements – led by NR;
    - (iii) NRM Expansion and Public Realm Improvements – led by NRM; and
    - (iv) Delivery of Development Land – led by Homes England/NR collaboration arrangements (Land Owners Delivery Board).
- 1.2 These Terms of Reference relate to the York Central Infrastructure Delivery Board which feeds into the Delivery Co-ordination Board and is responsible for reporting to funding bodies and providing project assurance for the delivery of the primary infrastructure.

### **2. Strategic Objectives**

- 2.1 The Infrastructure Delivery Board is the primary delivery group for CYC obligations and is required to oversee the delivery of all CYC York Central funded projects. It is primarily accountable to the Councils Executive having due regard to the YCP partnership arrangements.
- 2.2 The YCIDB cannot successfully deliver its objectives without detailed collaboration and in a variety of areas, statutory consents and or financial approvals from partners as funders, landowners or regulators. Therefore it is incumbent on the YCIDB to fully and positively engage with the YC governance arrangements, ambitions and formal agreements and obligations.
- 2.3 Inevitably compromise will be necessary as part of the delivery of York Central and the YCP governance arrangements and the Council's governance arrangements will need to be supported by professional advice to ensure that options analysis and recommendations are properly considered throughout the delivery of YC.
- 2.4 The YCIDB will follow the Council's constitution and gateway process. It will seek agreement from the Councils Executive to release funds to the

YCIDB for the delivery of York Central infrastructure. The YCIDB will be driven by the following York Central objectives

- (a) Support York Central's role in the significant ambition for economic growth in York, including the creation of a landmark business destination and attraction of national and international businesses around York's growing industry strengths;
- (b) Maximise the benefits of the designated Enterprise Zone as part of the wider region; acting as a hub and catalyst for creativity and innovation;
- (c) Drive the significant ambition for housing growth in this sustainable location, including new affordable homes to meet identified housing needs;
- (d) Ensure connectivity to the city centre, surrounding neighbourhoods, and the wider region as well as nationally with the Station and railway network
- (e) Achieve a high quality of spaces and buildings, complementing the historic setting and railway heritage;
- (f) Support the expansion of the National Railway Museum as the cultural heart of York Central;
- (g) Provide for the creation of high quality digital and physical infrastructure from the outset, and encourage low carbon living.
- (h) Ensure effective consultation and engagement to shape the scheme

### **3. Terms of Reference**

- 3.1 All decisions will be taken under the council's scheme of delegation by the appropriate officer. Where Executive or Executive Member is required to make a decision the board will oversee the production of a formal report or decision note as appropriate. The Infrastructure Delivery Board will advise the council decision makers on the delivery of the York Central infrastructure
- 3.2 To oversee the delivery activity to ensure that the phases of infrastructure are delivered on time and on budget to established quality criteria
- 3.3 To oversee procurement of contactors and then manage and monitor their performance
- 3.4 To manage the agreed Off plot Infrastructure Cost Plan and budget for each commissioned phase of infrastructure delivery
- 3.5 To review and monitor delivery of the programme for each commissioned phase of infrastructure delivery
- 3.6 To provide regular progress and cost reports and claims to funding bodies

- 3.7 To provide regular progress and cost reports to the Delivery Co-ordination Board
- 3.8 To be accountable for delivery of conditions associated with funding agreements
- 3.9 To maintain up to date risk and issue logs, lessons learned logs, oversee mitigation activity and escalate to the Delivery Co-ordination board as appropriate
- 3.10 Where appropriate to identify actions to resolve blockages to risks and issues
- 3.11 To explore and review value engineering opportunities to continually manage future cost over runs
- 3.12 To receive progress and other reports from the project manager and to consider linked issues arising from other workstreams
- 3.13 To prepare a Reserved Matters Application for planning (RMA) for each commissioned phase of infrastructure
- 3.14 To seek the sign off of all RMA s from the Delivery Co-ordination Board
- 3.15 To seek sign off of from Executive as appropriate to CYC constitution
- 3.16 ON behalf of CYC To submit RMAs to Local Planning Authority
- 3.17 To seek Executive agreement to release budget to fund each phase of the scheme
- 3.18 To explore additional sources of grant funding for the infrastructure packages
- 3.19 To provide board minutes and updates to the YCP Project Director
- 3.20 To agree project specific communication and engagement activity associated with the design, planning and delivery of commissioned infrastructure
- 3.21 To prepare any remedial plans requested by the Delivery Co-ordination Board or the Strategic Board
- 3.22 To interface with the Station Board to ensure integration of critical path activity between the two projects and to work to resolve issues that arise from the interface between projects.

- 3.23 To oversee delivery of council led works to the front of the station
- 3.24 To deliver planning conditions associated with the infrastructure delivery as delegated by the Delivery Co-ordination Board and/or the landowners Delivery Board and for this delegation to be agreed by the Infrastructure Delivery Board
- 3.25 To develop proposals for the use of CYC S106 commuted sums

#### **4. Membership:**

4.1 Proposed Board Membership is initially set out below but may be modified by the Chair as required:

- Chair: - Director of Economy and Place
- Assistant Director of Highways Transport and Waste
- Assistant Director Regeneration and Asset Management
- YCP Programme Director
- Head of Regeneration Programmes
- Head of Transport
- Major Transport Projects Manager
- York Central Senior Transport Project Manager
- Finance Manager
- Legal Manager, Projects
- Major Projects Communications Officer
- Head of Smart Transport Programme
- Network Rail representative
- YCP Planning representative
- West Yorkshire Combined Authority representative
- Avison Young –(Minutes)

#### **5. Meeting Administration:**

- 5.1 Shadow board to be established in October 2018 with the intention of the board being chaired and fully operational by the end of March 2019
- 5.2 Invitations will be issued and managed by YCP Project Assurance Avison Young
- 5.3 Meetings will be held fortnightly
- 5.4 Papers will be collated and issued by Avison Young – wherever possible, these will be issued 3 working days ahead of Board meetings and circulated to all attendees.

## 6. **CYC Governance**

- 6.1 The CYC Executive will agree the sign off of funding for all future infrastructure packages and, where CYC are the delivery agent, CYC Executive will sign off designs for the submission of planning applications for that infrastructure. CYC will sign funding agreements with WYCA and HIF and as Accountable Body for those grants and will fulfil grant conditions and fulfil its own statutory and governance arrangements for Council controlled funds. It is envisioned that this will be at the highest level and will require oversight of all expenditure, outputs and the delivery programme and all necessary legal and regulatory approvals that are wholly or part funded.
- 6.2 This is entirely separate from the council's statutory functions as both Local Planning Authority (LPA) and Highways Authority. All planning decisions will be undertaken by the LPA through the **Planning Committee** in accordance with the CYC Major Projects Conflict Protocol. The Planning Committee will not be constrained by any decisions of the Executive to submit planning applications or agree the York Central Partnering Agreement.



Risk Identification									Pre-mitigation * CYC Scoring Matrix				Risk Management					Post-mitigation * CYC Scoring Matrix			
Risk Number	Risk Title	Risk Detail	Implications (Consequence)	Board Responsibility (YCP Delivery Coordination Board or Infrastructure Delivery Board)	Risk/ Owner Champion	YCP Category	CYC Category	Imminence/ status Current/ Future/ Closed	Likelihood	Impact	Gross Score	Gross Rating	Management Strategy/ Progress	Controls / Management Actions Planned	Action Owner	Action Completion Date (or associated milestone)	Actions On Target	Likelihood	Impact	Net Score	Net Rating
PB01 (a)	Planning permission for YC.	Failure to agree and sign S106	Possible decision to call in by Secretary of State Heightened risk of challenge during JR period. Costs associated with JR. Full benefits not realised. Delay to delivery and loss of funding.	Delivery Coordination Board	YCP JP / CJ	Planning/ Consents	Legal & Regulatory	Current	5	4	21	VH	On-going	(1) DLA Piper legal review of application undertaken in advance of submission - complete. (2) Close discussions with LPA Officers prior to submission - complete. (3) Ensure that scheme as submitted is permitted, which has been created as a result of pre-app discussion and engagement with community - complete. (4) Outline Planning Permission resolution to grant secured subject to s106 agreement and conditions. (5) <b>Conclusion of s106 matters to be progressed and concluded.</b> (6) Risk of Judicial Review to be monitored.	YCP JP / CJ	02-Sep-19	Y	1	4	12	M
PB01 (b)	YC Integration with local plan.	Risk of local plan not being in place prior to YC submission.	Lack of Local Plan and established policies impact determination of planning applications. If applications went to appeal the Secretary of State may not grant permission.	Delivery Coordination Board	YCP JP / CJ	Planning/ Consents	Legal & Regulatory	Current	5	3	16	H	On-going	YC Process and progress have now have overtaken local plan development: (1) Outline Planning Permission resolution to grant secured subject to s106 agreement and conditions. (2) RMA submission planned.	YCP JP / CJ	02-Sep-19	Y	5	1	7	L
PB02 (a)	Off plot Infrastructure Costs	Off plot infrastructure costs are unaffordable on the basis of the £155m budget.	Construction cost inflation, leading to failure of value engineering, and failure to fund all elements of Infrastructure plan. Development (or elements thereof) does not come forward.	Delivery Coordination Board	YCP (DW)	Feasibility/ Viability	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Design & Technical advisers to devise a scheme which matches the funding budget. (2) HIF/EZ/AH are being reviewed and there are opportunities to aid the viability of the scheme. (3) Delivery strategy set on the basis of a specific budget with zero movement through last 3 cost plan iterations prior to Infrastructure Procurement (PSC, IPI & 2) process. (4) Stage 1 tender process completed and analysis/presentation under iteration and review.	Arup (RB)	02-Sep-19	Y	3	3	14	M
PB02 (b)	Overall scheme viability	Risk of the scheme as a whole becoming unviable, unable to deliver sufficient value etc.	Development does not come forward.	Delivery Coordination Board	YCP (MS)	Feasibility/ Viability	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Business Plan/ Viability plan for NR/HE approach agreed to give appropriate level of reasonable landowner return to cover costs/EUV. (2) Dependencies are Funding Plan for off-plot development, agreement of quantum of development in application and agreement in application of Affordable Housing offer/ mix. (3) s106 HoTs agreed ahead of conclusion.	Arup (RB) / NR (MS)	02-Sep-19	Y	2	3	13	M
PB03	IP2 feasibility (Millennium Green Land)	The proposed infrastructure to access the site is not feasible due to inability to comply with the conditions agreed with Millennium Green Trustees on the deadline to serve notice (which requires planning permission and funding to be in place to the satisfaction of YCP).	Delay to point at which notice can be served which is beyond a reasonable margin after the deadline of 31 December 2019. Requirement to negotiate and draw up a revised agreement with MG Trustees. Impact on programme and deliverability.	Infrastructure Delivery Board	YCP (DW)	Stakeholder	Stakeholder	Current	5	4	21	VH	On-going	(1) All matters and terms are agreed with MG trustees and the conditional agreement is in place as of 21/12/18. (2) Maintain and monitor programme and progress to ensure planning permission and funding in place to the satisfaction of YCP prior to 31/12/19. (3) Flag likelihood of deadline being at risk and engage in discussions with MG trustees to agree a reasonable extension to the deadline of 3 months (considered by DLA to be a reasonable request). (3.1) - July '19 - likelihood flagged, mitigating steps in progress. (4) Monitor effect of Judicial Review (risk) on programme and satisfying MG notice milestones/triggers. Must submit RMA by 28/6/19 or mitigated risk is elevated to red.	YCP (DW)	02-Sep-19	Y	4	3	15	M
PB04	IP2 Technical feasibility	The proposed infrastructure to access the site is deemed too technically complex and costly.	The preferred access solution cannot be delivered. Unmanageable funding gap. Project fails and vision not realised. Planning and funding to deliver are triggers to serve notice on MG trustees which must be in place and notice served by 31/12/19	Infrastructure Delivery Board	Arup (RB)	Feasibility/ Viability	Financial & Efficiency	Current	2	4	18	H	On-going	(1) Detailed site access options appraisal undertaken by Arup. Reviewed by the Board in November 2017 and preferred access option A2 confirmed. (2) Decision made by CYC Exec to proceed with a western access option (A2) - alignment that does not require MG land (other than reserved land). (3) Ensure working with preferred contractor to work to bring the scheme in within the required budget. (design stage 4) (4) Engage with technical representatives to ensure bridge fabrication and installation methods mitigate rail disruption risk as far as possible with minimum possessions. (5) Reassurance that ground conditions and method of construction for the bridge are appropriate.	Arup (RB)	02-Sep-19	Y	1	4	12	M
PB06 (a)	HIF - Infrastructure funding and appetite	Inability to secure all/ some identified HIF infrastructure funding due to: a) Delivery timescales b) Business case assessment	Scheme does not proceed Delayed and/ or disjointed development of the site. Increased costs attributed wider funding streams. Critical infrastructure becomes undeliverable in envelope of available funding. Reduced site viability. Full benefits not realised. Extended timescales for site delivery.	Delivery Coordination Board	YCP (MS / BM / Homes England)	Cost/ Funding	Financial & Efficiency	Current	2	5	22	VH	On-going	(1) The timely and appropriate resourcing of co-development work (2) Identify what infrastructure is needed and a strategy for how it will be funded in different funding availability scenarios. (3) Resource HIF business case development process appropriately. (4) Review infrastructure delivery programme and establish date by which RIBA stage 3 and Stage 4 will need to be instructed. (5) Agree Governance Arrangements. (6) Submission of planning application to assure on deliverability achieved. (7) HIF application process has passed into the co-development phase.	YCP (MS / BM / Homes England)	02-Sep-19	Y	2	5	22	VH
PB06 (b)	EZ - Infrastructure funding and appetite	Absence of HIF (PB06a) increases reliance on this funding source. Inability to secure required level of infrastructure funding - Level of risk and/ or return not acceptable for planned investment. Delay to delivery programme diminishes EZ revenues	Delayed and/ or disjointed development of the site leading to reduced funding availability and risk that scheme does not proceed. Increased costs attributed to wider funding streams. Critical infrastructure becomes undeliverable in envelope of available funding. Reduced site viability if required for critical infrastructure. Full benefits not realised. Extended timescales for site delivery.	Infrastructure Delivery Board	YCP (MS / BM / Homes England)	Cost/ Funding	Financial & Efficiency	Current	2	5	22	VH	On-going	(1) Principle of EZ borrowing has been established (December 2018). (2) Borrowing remains part of budget which is dependant on HIF which is therefore to be monitored. (3) Resolution to borrow is secure subject to resolution of HIF funding. (4) In the absence of HIF explore opportunities to retain borrowing facility.  Note - this is not strictly a Delivery Coordination Board or Infrastructure Board risk, it is a risk for CYC to manage centrally and keep Boards advised.	YCP (MS / BM / Homes England)	02-Sep-19	Y	1	5	17	H

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PB06 (c)	WYCA & WY+TF- Infrastructure funding and appetite	Inability to secure identified level of infrastructure funding due to business case assessment.	Scheme may not proceed. Delayed and/ or disjointed development of the site. Increased costs attributed to wider funding streams. Reduced site viability. Full benefits not realised. Extended timescales for site delivery. All identified transport infrastructure and benefits may not be realised	Infrastructure Delivery Board	YCP (MS / BM / Homes England)	Cost/ Funding	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Identify what infrastructure is needed and a strategy for how it will be funded in different funding availability scenarios. (2) Resource and progress business case development process appropriately (3) Continue discussions and applications for wider complementary funding. (4) Ensure delivery to programme. (5) Full WYNA Board on 19/11/18. (6) CYC process (December 18) (7) Resolution to make funding available is secure subject to HIF funding decision.	YCP (MS / BM / Homes England)	02-Sep-19	Y	1	5	17	H
PB07	YCP Partnership Agreement	Unable to agree partnership between CYC, NR, NRM and HE due to diverse and/or conflicting aims and objectives.	Poor/ inefficient / inconsistent 'Client' performance. Lack of direction/ instruction to Technical Team. Poor management of the Project. Project does not have clear objectives. Full benefits not realised. Unexpected costs for partners. Partnership breaks up. Securing of HIF funding jeopardised by inability to demonstrate deliverability.	Delivery Coordination Board	Delivery Coordination Board	Management	Governance & Management	Current	3	5	23	VH	On-going	(1) Now MOU/HotIs agreed, viability demonstrated, board member respective organisational sign offs are complete (19/12/18). (2) Partnership [Partnering] Agreement to be drafted in legal terms and sign off from respective organisations sought by (31/5/19) - not yet concluded (3) IG taking the lead in driving residual matters to a conclusion with Partners.	YCP (IG)	02-Sep-19	N	1	5	17	H
PB10 (b)	12 Acre Site / York Yard South - Operational railway uses	Non-inclusion of York Yard South land in comprehensive development scheme.	Comprehensive development of the site prevented as would not be able to develop part of the land.	Delivery Coordination Board	NR (MS)	Site	External	Current	2	3	13	M	On-going	(1) DfT engaged and looking to get more certainty on likely land requirements. View from DfT is that probable that some stabling on YYS from 2023 onwards. Freightliner stabling could be accommodated at York Yard South. (2) NR progressing Continuous Modular Strategic Planning (CMSP) study for DfT on Depots & Stabling strategy. Timescale to be determined. (3) NR to establish if alternative stabling site works in terms of rail capacity as part of CMSP study and hence will seek allocation of site (York Yard North) as safeguarded land with DfT to enable release of York Yard South (4) Draft master plan and parameters have been formed on the basis that the site could come forward should this land not be made available so this risk is limited to an impact on viability rather than the scheme going ahead as a whole.	YCP (MS)	02-Sep-19	Y	2	3	13	M
PB12	YCP Project resource and management	Inadequate time commitment from YCP members leading to poor project management/ project performance. Insufficient resource from each Partner organisation to provide sufficient support/engagement.	Poor/ inefficient/ inconsistent 'Client' performance. Poor management of the Project. Lack of direction/ instruction to Technical Team leading to cost increases and project delay. Loss of Project Board confidence. Project fails.	Delivery Coordination Board	DW (with Board assistance)	Management	Governance & Management	Current	2	4	18	H	On-going	(1) Resource from within Partner organisations must be independent and resourced/ agreed appropriately. (2) Additional dedicated and independent resource - in place for current workstreams (3) Homes England, Network Rail and NRM have part-time resource for project but review and greater transparency of roles and responsibilities required. (4) Homes England an Network Rail to resource respective future workstreams appropriately. (5) Roles and responsibilities review completed and consideration of YCP becoming less of an entity as we move in to the delivery phase, the responsibility becoming that of the Partners directly. (6) Homes England Project Director appointed and due in post - Supporting roles (2no.) are to be filled in due course.	YCP (DW)	02-Sep-19	Y	1	4	12	M
PB13	Development market interest (B1a office led component)	This is a risk the YC does present a clear and compelling delivery and marketing strategy and fails to attract Development market interest.	Failure to attract development market interest. Full benefits not realised or delayed. Risk to returns on some funding streams	Delivery Coordination Board	Delivery Team and CYC	Feasibility/ Viability	Financial & Efficiency	Current	2	4	18	H	On-going	(1) Demand in commercial market anticipated from commercial advisors Savills, as outlined in the Market Report. (2) Initial conversations undertaken with a number of interested occupiers from the City, looking for expansion space/ city centre presence. (3) Certainty on funding and planning required before formally soft market testing. (4) Soft market testing proposal developed by Savills in anticipation. To begin in (early 2019) with MIPIM Cannes 2019 as target "launch". (5) High level draft Delivery Strategy developed by Homes England and Network Rail with support from Savills. Will be informed by soft market testing and led by Project Director. (6) CYC to identify target sectors in context of wider Economic Strategy. (7) Work with LEPS, Make it York and Department for International Trade to identify occupiers. (8) Potential for CYC to underwrite risk to allow more speculative schemes to proceed.	YCP (IG)	02-Sep-19	Y	1	4	12	M
PB14	Economic / Property Cycles	Uncertainty/ downturns in the economic or property cycles lead to lack of progress/ appetite. Macroeconomic change and impact on short/ medium/ long term growth.	Delayed delivery of development and benefits. EZ business rates delayed. Investor/ occupier confidence reduced. Residential considered to be resilient in York however Commercial, despite the quality of the scheme, occupiers, investors and developers are more likely to defer decisions on new space until they feel the market is coming back.	Delivery Coordination Board	Working Group	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Develop a procurement approach to bring the right level of compulsion on development partners to build. (2) Strategy to secure occupier pre-lets. (3) Target MIPIM when correct material is available. (4) Consideration of how different components of the scheme could come forward without others in order to avoid the whole scheme being slowed.	YCP (IG)	02-Sep-19	Y	2	4	18	H
PB15 (a)	License Condition 7 Consent (42 Acres)	Failure to establish agreed Method of Work for NRM rail crossing to satisfaction of ORR.	Loss of certainty regarding key land plot availability. Comprehensive development of the site disrupted.	Infrastructure Delivery Board	NR (MS)	Feasibility/ Viability	Stakeholder	Current	3	3	14	M	On-going	(1) LC7 condition to be satisfied re satisfactory rail access to NRM South Yard by agreeing Method of Work for road/ rail crossing point with ORR. (2) NRM developing MoW to be discussed with ORR in November - complete. (3) Secure viable western access as this lowers risk. (4) Highway authority relaxed about the proposal and can discuss a highway management plan. Just the rail side with ORR remaining to resolve. (5) NRM have a risk assessment from TSP and are continuing dialogue with ORR - Timescales for sign off are to be determined.	YCP (MS)	02-Sep-19	Y	3	3	14	M

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PB15 (b)	ORR consent to new Level Crossings over NRM Rail Link	Failure to establish agreed Method of Work for NRM rail crossing to satisfaction of ORR.	Loss of certainty regarding key land plot availability. Comprehensive development of the site disrupted.	Infrastructure Delivery Board	NRM (KE)	Feasibility/ Viability	Stakeholder	Current	3	3	14	M	On-going	(1) NRM developing MoW to be discussed with ORR in November - complete. (2) NRM have a risk assessment from TSP and are continuing dialogue with ORR - Timescales for sign off are to be determined.	NRM (KE)	02-Sep-19	Y	3	3	14	M
PB16 (a)	Vacant Possession programme	Vacant possession plans not aligning with phasing plan for development	Delivery sequencing/ phasing having to change.	Infrastructure Delivery Board	NR (MS)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) VP plan dated 12/12/18 provided and reflected in master programme and infrastructure procurement key milestones document. (2) Strategy re conflicts/constraints/risks to evolve in discussions with Arup and CYC. (3) 2D overlay prepared along with Geographical Information System version which supports more detailed review and manipulation and flagging of conflicts (4) Infrastructure plan and plot development to align with this and conflicts to be highlighted - Infrastructure phasing plan complete, development plot phasing plan to be completed. (5) Currently down to managing small areas of the site - MS to consider specific residual site VP conflicts within the register to follow in the next iteration.	YCP (MS)	02-Sep-19	Y	2	3	13	M
PB16 (b)	Unipart - Vacant Possession programme	Unipart vacant possession plans not aligned with phasing plan for development. Unipart do not submit Planning within manageable timescales for YCP.	Phasing impact/delay on works generally and to cinder lane.	Infrastructure Delivery Board	NR (MS)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) Unipart/Northminster Planning Application - Resolution to grant secure subject to SoS call in. (2) Monitor Unipart plans/programme to vacate - Unipart have stated that they require until end of June 2020 to vacate. (3) Take appropriate steps to manage contractual relationship with Unipart regarding their occupation/vacation date - Unipart have been offered a contractual right to stay on site until December 2020, subject to conditions. (4) Review programme to assess effect on site development. (5) Note: This area of the site is considered as part of the wider VP plan and will have impact on some element of the programme and demolition of certain buildings - all of which is considered manageable - This timescale should not impact road works, will impact phasing of temporary car parking and plot development.	YCP (MS)	02-Sep-19	Y	3	2	9	L
PB16 (c)	Vacant Possession – NRM Land Approvals	Delay or difficulty in taking the the agreed IP1/IP2 design (including NRM fundamental/functional requirements and use of NRM land, whether for the road, rights of way, permissive paths or disposal for development) through Science Museum Group Board of Trustees for approval, DCMS approval, and (almost certainly) HM Treasury approval.	Delay to vacant possession for the start of the infrastructure works. (approval process is estimated as 3-4 months from having the 'agreed design' in place).	Infrastructure Delivery Board	NRM (KE)	Programme	Stakeholder	Current	1	4	12	M	On-going	(1) Timely conclusion of the design pack basis for the commencement of the PSC (ECI) process to arrive at a pack of information on which NRM can base their approvals processes.	CYC (MH)	02-Sep-19	Y	1	4	12	M
PB17	FOI	There is risk of an FOI request and subsequent challenge due to poor communication/ consultation with stakeholders and local community.	Potential adverse effect on Partners reputation/ credibility. Inadequate consultation causes prolongation of determination of planning applications. Delay in planning application submission and failure to gain planning permission. Heightened risk of challenge during JR period. Costs associated with JR. Delay to delivery and loss of funding.	Delivery Coordination Board	Aberfield YCP (KA/DW)	Stakeholder	Stakeholder	Current	3	2	9	L	On-going	(1) Aberfield appointed as Comms team, working closely with YCP and planning advisors leading up to and in support of the OPA. (2) Staged consultation programme delivered, led by Allies & Morrison (Stages 1-4 complete. Further communication to take place on design of access road). (3) www.yorkcentral.info developed and hosts consultation material (past and present) to aid transparency, including myth busting notes - ongoing strategy to maintain this function is to be considered. (4) GW drafting future comms strategy for Strategic Board/Strategic Board approval. (5) YCP Comms Strategy/Protocol to be developed. (6) Social media has built a base of followers over the past year to April 2019 - content should be programmed (and interaction monitored/ managed) to continue to grow this base.	YCP (KA/DW)	02-Sep-19	Y	2	2	8	L
PB18	Poor ongoing community engagement	Perceived lack of transparency triggers scheme opposition.	Delay in planning application submission, prolongation of determination and potential failure to gain planning permission. Heightened risk of challenge during JR period. Time and resource required to manage potential FOI request. Full benefits not realised. Delay to delivery phase and potential loss of funding.	Delivery Coordination Board	Allies & Morrison (AMcD) Aberfield YCP (KA/DW)	Stakeholder	Stakeholder	Current	3	4	19	H	On-going	(1) Community Forum set up to engage with key stakeholders and local communities. OPA submitted so no further meetings to take place. (2) Aberfield and Allies & Morrison working with YCP to deliver a staged planning engagement strategy (Stages 1-4 complete with positive results and feedback. Further communication to take place on design of access road). (3) Occasional use of My Future York on specific matters including southern connection. (4) Long term engagement strategy to be developed; (5) YCCF review meeting with MYC 21/03/19 needs to be to be re-programmed after Purdah as is was postponed due to the change in committee date. (6) My Future York/ My York Central to run meeting to scope new open structure. YCP to summarise amendments to OPA from previous engagement as part of this (ref MYC blogs (prelude and annex) 4 May 2018) to respond to criticism expressed at Planning Committee. Proposal for future structure and facilitation to be agreed by YCP and CYC (ref Jan Exec report) (7) Keep informed e-mail list – invite former YCCF members to join KIL, and explore merging MYC mailing list to reduce risks arising from comms via multiple mailing lists. (8) RMA engagement to meet principles/ charter as set out in YCP Engagement Framework.	YCP (KA/DW)	02-Sep-19	Y	2	2	8	L

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PB19	Members engagement	Lack of engagement and progress updates leads to loss of Members support.	Members do not support proposals put forward under the RMA. Delay in planning application submission, prolongation of determination and potential failure to gain planning permission. Heightened risk of challenge during JR period. Full benefits not realised. Delay to delivery phase and potential loss of funding.	Delivery Coordination Board	YCP (KA/DW)	Stakeholder	Stakeholder	Current	2	4	18	H	On-going	(1) Member briefings to be established in the approach to the next decision point around delivery of infrastructure (RMA submission and commitment of spend). (2) Benefit of Leader and Deputy Leader of CYC seat on Strategic Delivery Board to be considered as part of this process.	YCP (KA/DW)	02-Sep-19	Y	2	3	13	M
PB20	Historic England and Civic Trust Engagement	Lack of support for scheme from Historic England and Civic Trust in response to the proposals under the Infrastructure RMA.	Historic England do not support the scheme and it is not possible to agree satisfactory solution to reach a decision in connection with the RMA.	Infrastructure Delivery Board	YCP (JP)	Stakeholder	Stakeholder	Current	3	3	14	M	On-going	(1) Engage and continue to engage with Historic England and Civic Trust in order to develop mutually acceptable RMA to enable permission to be granted.	YCP (JP)	02-Sep-19	Y	2	3	13	M
PAR01 Feb-18	Project Management	Inadequate project master programme development, team engagement opportunities and ongoing management.	Poor programme visibility across the project team. Lack of coordinated programme. Team not aware of key workstream and client milestone dates. Poor visibility of YC approval process/ key dates. Risk of missed deadlines, poor project team performance, programme prolongation and additional fee claims.	Infrastructure Delivery Board	YCP Working Group AY	Programme	Stakeholder	Current	2	4	18	H	On-going	(1) A series of post Project Assurance Review actions have been implemented and have functioned well in support of progressing to the submission of the OPA. Structure in place, well established and functioning well. (2) Similar structure and working practices to be considered and implemented across Infrastructure Delivery Board levels and within Master Developer structure as roles and responsibilities move to the Partners independently in order to provide consistency of approach and assurance links between each governance level. (3) Partners to consider and ensure that the appropriate resources and structures are in place within each Partner organisations in order to move into delivery.	YCP (DW) AY (BC/WN)	02-Sep-19	Y	2	3	13	M
PAR02 Feb-18	Risk Management	Inadequate risk register and management activity and poor awareness of risks across the wider project team. One coordinated risk register, relevant and update-to-date version not available.	Poor risk management will impact project momentum, prevent timely management of risk and identification/ implementation mitigation action. Project cost plan and contingency allowances will be inadequate leading to cost increase.	Delivery Coordination Board	YCP Working Group External PM	Management	Governance & Management	Current	2	3	13	M	On-going	(1) A series of Risk Management post Project Assurance Review actions have been implemented and have functioned well in support of progressing to the submission of the OPA. Structure in place, well established and functioning well. (2) Similar structure and working practices to be considered and implemented across Infrastructure Delivery Board levels and within Master Developer structure as roles and responsibilities move to the Partners independently in order to provide consistency of approach and assurance links between each governance level. (3) 'Blank Page' Risk Workshops planned at Infrastructure Board Level and Delivery Coordination Board level in order to develop independent registers and associated risk management regimes.	YCP (DW) AY (BC/WN)	02-Sep-19	Y	2	3	13	M
PAR03 Feb-18	Project Governance	Risk of confusion across the team in connection with the decision making process, it's effectiveness and validity.	Poor understanding of the project across the team, potential for different assumptions and conclusions, ultimately hindering project progress and efficient delivery.	Delivery Coordination Board	YCP Working Group	Management	Governance & Management	Current	2	3	13	M	On-going	(1) Create project Decisions Log (Complete), (as part of board) (2) Maintain/ review at monthly Arup/YCP PM meetings (ongoing) (3) Store on a shared drive enable full team access. (4) 05/18 - arrangements much improved from late 2017/early 2018 - continue to monitor. (5) Implementation of change management process and control to be established with DW. (6) Governance structures and Terms of Reference for Delivery Coordination Board an Infrastructure Delivery Board in development - fundamental point for readiness for delivery.	YCP (DW) AY (BC/WN)	02-Sep-19	Y	1	3	6	L

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PAR04 Feb-18	Leadership	Project leadership, roles & responsibilities are not widely understood by the external Technical Team, particularly during the period of transition to delivery phase. Matter is compounded by the lack of Partnership agreement.	(1) Risk of multiple, conflicting priorities remaining unresolved with no clear direction/ decision making on which to move forward. (2) Risk of decisions being made in principle at workstream level to then be over-ruled some time later following review at Board level.	Delivery Coordination Board	YCP Working Group Arup	Management	Governance & Management	Current	2	3	13	M	On-going	(1) Update Project Execution Plan with YCP WG and activity manage as a live document. Ensure wider team understand it. (2) Resolution of 'business plan', terms of partnership agreement, and identification of figurehead/leader for conflict resolution. (3) Engage dedicated external Project Management support with correct terms of reference. (4) Project Director appointed and in post - 20 May '19. (5) Individual project teams are to be resourced accordingly. (6) Consideration to be given to heightened leadership risk during interim/transition period and whilst lead Project Manager (THJ) is moving away from the project.	YCP (IG) AY (BC/WN)	02-Sep-19	Y	2	3	13	M
PAR08 Feb-18	Business Plan	The external team are not conversant on the YCP "Business Plan" and delivery model. No appreciation of the agreed YCP project objectives and drivers.	Lack of Project Team cohesion and clear direction. Potential to impact wider Development interest if Business Plan is unclear.  Linked with pb02 (A), PB02(B) & PB07 above (Partnership Agreement)	Delivery Coordination Board	YCP Working Group	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Creation of Investment Plan for the overall project. (2) Develop Delivery Plan for development. (3) Engage the consultant team in this process to draw on experience. (4) Business Plan to be developed to reflect Homes England and Network Rail Aspirations linked to and consistent with the Partnership agreement.	YCP (IG / MS)	02-Sep-19	Y	2	4	18	H
PAR10 Feb-18	Task Orders / Team Performance	Task Order process/ administration - source of frustration with YCP and Arup and hindrance to project progress, team collaboration and transparency.	Potential to erode project team collaboration, trust and communication. Workstream programme slippage and inefficient delivery. Breakdown of Arup's supply chain relationships - A&M, T&T and GPB	Infrastructure Delivery Board	YCP Working Group Arup	Management	Governance & Management	Current	2	2	8	L	On-going	(1) Arup: to build on agreement/ commitment given in November 2018: - Task orders to be set out as per agreed format established in task order 1; - Review task order inter-relationships and budgets against task order schedule; and - Task order approval to staged approval from YCP working group of draft scope and fee, developed scope and fee, approval. (2) Working group (DW): to consider with YCP Board a delegated authority structure that permits TO sign off without the need to await Board meetings. (3) Careful project team management to avoid disrupting current team structure and risk causing further project delivery delay. (4) Consideration of clarity of instructions and how they are articulated on both sides (Task order and supporting information). (5) All above tasks complete and relationship/performance is considered to be well managed and under control. Clear mechanism for control and point of contact for instructions in place - Michael Howard now in post and dealing with Arup relationship and performance with regular ongoing liaison on progress/performance held outside of technical sessions.	YCP (DW) Arup (RB) AY (BC/WN)	02-Sep-19	Y	1	1	1	VL
PAR16 (b) Feb-18	Archaeology risk - Construction/delivery. Site wide risk	Risk of archaeological discovery (including burial grounds) during delivery.	Possible requirement for archaeological dig which delays programme and threatens funding milestones	Infrastructure Delivery Board	Arup	Programme	External	Current	3	3	14	M	On-going	(1) Monitor during delivery phase and engage directly with CYC and Historic England as necessary (2) Responses to be sought from Arup on GI findings and to evaluate if further trials are necessary at this stage.	Arup (PW)	02-Sep-19	Y	3	3	14	M
PAR19 Feb-18	Ownership of Square and open spaces (public realm)	Inability to confirm long term ownership/ management responsibility for the square.	Potential impact on masterplan workstream and planning process (EIA) and the long term management of these spaces.  Note: This is now moving to be more about long term management and maintenance - and likely to be dealt with via s106	Delivery Coordination Board	YCP Working Group	Feasibility/ Viability	Governance & Management	Current	3	2	9	L	On-going	(1) Headline consideration a part of the planning application and MOU (2) Further detailed strategy to be considered as part of Delivery Strategy post planning .	YCP (IG / MS)	02-Sep-19	Y	3	2	9	L
PAR21 Feb-18	Cycle and Pedestrian Permeability	Inability to agree a future cycle/ pedestrian route as an alternative to Leeman Road.	Challenge through consultation/ determination period - Delay to programme, submission dates and funding milestones. NRM objective of bringing the museum together not met.	Delivery Coordination Board	AY (CJ)	Scope	Legal & Regulatory	Current	3	4	19	H	On-going	(1) Additional focus on resolving these matters emphasised within the LPA meetings. (2) Meeting held with LPA to explain the details of permeability through the NRM, quality of alternative routes and impact on times and distances for peds and cyclists. (3) Resolution to grant OPA secured subject to s106 agreement and conditions, and outcome of stopping up order process. (4) Consideration to be given of new administration priorities and views not withstanding the OPA that has been approved. (5) Focus to be maintained on the quality of the proposed alternative route as part of the stopping up order process (note below).	YCP (JP) AY Planning (CJ)	02-Sep-19	Y	3	4	19	H
PAR23 (a) Feb-18	Design quality - Public Realm	Risk that design quality benchmarks required by City Planners are not affordable or affect viability	Potential to delay planning application, prolonging determination period and threaten securing planning approval.	Delivery Coordination Board	AY (CJ)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Continue regular dialogue of CYC Planners to understand requirements and ensure Design Guide addresses concerns. (2) Ensure Project Board have visibility of progress and emerging issues. (3) Above steps completed and Design Guide agreed as part of the OPA. (4) Resolution to grant OPA secured subject to s106 agreement, conditions and referral to SoS. (5) Each RMA submitted will be required to be accompanied with a Design Guide Compliance Statement. (6) Linkage to and consideration of budget is to be maintained throughout - nothing contained in any compliance statement is to be unaffordable.	AY Planning (CJ)	02-Sep-19	Y	2	2	8	L
PAR23 (b) Feb-18	Design quality - Buildings	Risk that design quality benchmarks in connection with sustainability required of City Planners are not affordable or affect viability	Potential to delay planning application, prolonging determination period and threaten securing planning approval.	Delivery Coordination Board	AY	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Continue regular dialogue of CYC Planners to understand requirements and ensure Design Guide addresses concerns. (2) Ensure Project Board have visibility of progress and emerging issues. (3) Above steps completed and Design Guide agreed as part of the OPA - Resolution to grant OPA secured subject to s106 agreement, and conditions. (4) Each RMA submitted will be required to be accompanied with a Design Guide Compliance Statement.	AY Planning (CJ)	20-Dec-19	Y	2	2	8	L

Risk Identification									Pre-mitigation * CYC Scoring Matrix				Risk Management					Post-mitigation * CYC Scoring Matrix			
Risk Number	Risk Title	Risk Detail	Implications (Consequence)	Board Responsibility (YCP Delivery Coordination Board or Infrastructure Delivery Board)	Risk/ Owner Champion	YCP Category	CYC Category	Imminence/ status Current/ Future/ Closed	Likelihood	Impact	Gross Score	Gross Rating	Management Strategy/ Progress	Controls / Management Actions Planned	Action Owner	Action Completion Date (or associated milestone)	Actions On Target	Likelihood	Impact	Net Score	Net Rating
PAR27 Feb-18	Project Team Performance	Structural changes to the Project Technical Team impact project cohesion and programme momentum.	Breakdown of project team and loss of project momentum. All short to medium terms milestone are not achieved. Project incurred significant abortive and re-engagement costs.	Delivery Coordination Board	YCP	Management	Governance & Management	Current	2	4	18	H	On-going	(1) Performance to be monitored in accordance with current practices, with review in connection with emerging workstreams as they progress and in particular we the project transitions into delivery. (2) New working practices established. (3) Ongoing performance monitoring and collaboration. (4) AY continue to be engaged following Project Assurance Review, subsequent PM & Assurance Support function and later expanded PM & Assurance Support role. (5) AY engaged in the role of Planning Agent on the RMA. (6) Slowing of pace on ARUP RMA work to control performance and spend.	YCP (DW) Arup (RB) AY (BC/WN)	02-Sep-19	Y	2	3	13	M
PAR28 Feb-18	Project Management	Poor management of Project Execution Plan (PEP) and failure to deliver PEP deliverables - e.g. individual project briefs, monthly MS project updates, meeting regime and risk management activity.	Lack of team coordination and progress. Programme delay and poor alignment of workstream activity. Loss of leadership confidence and delivery confidence.	Delivery Coordination Board	Arup	Management	Governance & Management	Current	4	3	15	M	On-going	(1) Re-establish PEP deliverables - Arup monthly reporting has been re-activated. (2) Agree strategy/ templates for programme, cost and risk reporting - to YCP and to Project Board. (3) AY engaged to undertake Project Assurance Review, subsequent PM & Assurance Support function and later expanded AY Planning Support role coordinated with and expanded AY Planning Support role (OPA and RMA).	YCP (DW) Arup (RB) AY (BC/WN)	02-Sep-19	Y	4	3	15	M
PAR30 Feb-18	Strategic Leadership	Poor Technical Team performance due to lack of strategic leadership and management.	Poor team performance and workstream slippage. Lack of transparency across the technical team. Breakdown of Arup supply chain relationships. Loss of client confidence. Poor interface with YCP working group and Project Board.	Delivery Coordination Board	Arup	Management	Governance & Management	Current	3	4	19	H	On-going	(1) YCP and Arup performance review meeting held November 2017. (2) New working practices established. (3) Ongoing performance monitoring and collaboration. (4) Improvement client and technical team engagement and visibility - also at Project Board level. (5) AY engaged to undertake Project Assurance Review, subsequent PM & Assurance Support function and later expanded PM & Assurance Support role coordinated with and expanded AY Planning Support role (OPA and RMA). (6) Establish Roles And Responsibilities session to ensure all parties are clear on another's roles and responsibilities. (7) Above steps implemented - Arrangements currently in transition - this risk and mitigation steps still apply to current RMA workstream and infrastructure. (8) Reinforcement of line of communication/instructions from Partnership/CYC via MH.	YCP (DW) Arup (RB) AY (BC/WN)	02-Sep-19	Y	3	3	14	M
PAR31 Feb-18	Strategic Leadership	Lack of engagement/ positive and constructive interaction between Arup team and YCP Board. During previous phases of the project, the Arup team have had greater opportunity to engage with YCP Board members.	Lack of confidence and trust in the performance of the Arup team. Excessive 'distance' from Board decision making and confirmation of instructions.	Delivery Coordination Board	YCP Board	Management	Governance & Management	Current	2	4	18	H	On-going	(1) Agree strategy to allowance greater interaction between Arup team and Project Board - ahead of key milestones, key presentations, occasional attendance from Board members at DTM (2) Arup involvement in Board sessions working well, possible benefit in establishing an additional debate forum where necessary - to be considered. Primary focus is to ensure instructions are clear and understood along with the importance of milestones on key decisions. (3) Increase delegated authority for YCP. (4) Arrangements in transition - this risk still applies to current workstreams of RMA and Infrastructure Works.	YCP (DW)	02-Sep-19	Y	2	3	13	M
PAR32 Feb-18	Site utilities	The is currently a lack of understanding regarding the extent of utilities on the site. (not getting utilities to site)	Delay to programme, submission dates and funding milestones.	Infrastructure Delivery Board	Arup	Site	Stakeholder	Current	1	4	12	M	On-going	(1) Trigger survey work as dictated within the master programme - ongoing. (2) Continue to engage, Arup have completed their related work, there are utilities, there is concern around new capacity - Completed as part of strategy work. (3) Arup to present current progress and next steps including utilities strategy - complete. (4) Much work completed and much improved understanding around strategy.	YCP (DW) Arup (PW)	02-Sep-19	Y	1	4	12	M
RR01	Sustainability Approach Inconsistencies	Risk that the sustainability aspirations of the scheme driven by CYC are not met - exemplar sustainability aspirations not sufficient	Further to the submission of the OPA, potential changes due to revised thinking from the new administration and increased/revived scrutiny. Full Council Member identifying needs/demands which are not met. Prolongation of period leading up to submission of RMA, prolonged determination period and threat to securing RMA planning approval.	Delivery Coordination Board	Arup	Feasibility/ Viability	Financial & Efficiency	Current	1	5	17	H	On-going	(1) Continue regular dialogue of CYC Planners to understand requirements. (2) Ensure Project Board have visibility of progress and emerging issues. (3) Resolution to grant consent in place subject to sustainability discussion and priorities of new administration (along with s106 agreement and conditions).	AY Planning (CJ)	02-Sep-19	Y	3	3	14	M
RR04	Judicial Review	Risk that the application(s) could be challenged during the Judicial Review period. Linked with PB01 (a) above.	Heightened risk of challenge during JR period. Costs associated with JR. Risk of OPA permission being quashed. Full benefits not realised. Delay to delivery and loss of funding.	Delivery Coordination Board	Working Group (JP/CJ)	Planning/ Consents	Legal & Regulatory	Current	3	4	19	H	On-going	(1) Continue with robust mitigations set out above - Complete (2) Undertake health check of ES - Complete (3) Monitor and respond as necessary during the JR period.	YCP (JP) AY Planning (CJ)	02-Sep-19	Y	3	4	19	H
RR05	Spot Building Listing.	Risk that applications could be submitted to spot list buildings on site in response to planning submissions.	Fundamental block on the development of specific buildings/areas (Freightliner Depot and ramp up to coal drops). Impact on viability and programme.	Delivery Coordination Board	Working Group (JP/CJ)	Planning/ Consents	Legal & Regulatory	Current	1	4	12	M	On-going	(1) Applications for exemption certificates / Certificates of Immunity for the subject buildings/areas progressed but frustrated by resource matters within Historic England. (2) Parameter plans agreed as part of the OPA which show buildings to be demolished. (3) Matter to be monitored. (4) Historic England have received a request to list the Mess Room building (adjoining the rear of the Bull Nose Building) - to be monitored - NRM to engage as building owner.	YCP (JP) AY Planning (CJ)	02-Sep-19	Y	1	2	2	VL
RR06	Bridge Agreement - Statutory Consents	Risk that the bridge agreement required for the scheme cannot be agreed/put in place within the necessary timescales.	Risk of concerns being raised by the Environment Agency leading to potential delay. Environment agency concerns - various. Delay to Programme Loss of funding	Infrastructure Delivery Board	CYC (GF)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) CYC and Highway Consultant team engagement with NR Asset Protection team re bridge design in accordance with standard Highway Authority/NR design processes. (2) CYC to seek ongoing updates on progress from Arup. (3) Preparations and documents are in place in preparation ahead of following due process. (4) Delivery team now owners of this risk and action - to be managed by GF/MH.	CYC (GF/MH)	04-Oct-19	Y	2	2	8	L
RR07	Dependencies on Station and Western Access	Dependencies on ownership of station and western access. Rail industry consent for access to west of station. Car park and works to cinder lane area.	Lack of progress on site infrastructure Failure in place-making	Delivery Coordination Board	NR (MS)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Early design work on station dependent on securing design work funding. (2) Station Change discussions with Station Facility Owner and Beneficiaries to commence once sufficient design detail available.	NR (MS)	02-Sep-19	Y	3	3	14	M

Risk Identification									Pre-mitigation * CYC Scoring Matrix				Risk Management					Post-mitigation * CYC Scoring Matrix			
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RR08	Diversion of Cinder Lane.	Public right of way on Cinder Lane to be diverted to new alignment through site	Failure to develop out plots in agreed alignment.	Delivery Coordination Board	NR (MS)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Ensure diversion forms an element of Outline Planning Application - Complete. (2) Resolution to Grant OPA secure subject to s106 agreement and conditions - Alignment of road secured under the parameter plans.	AY Planning (CJ/ CA)	02-Sep-19	Y	3	3	14	M
RR09 (a)	HS2 Challenge (Platforms)	Risk of challenge from HS2 in connection with HS2 requirements for new platforms 12 & 13.	Prolongation of determination of planning applications.	Delivery Coordination Board	NR (MS)	Stakeholder	Stakeholder	Current	1	3	6	L	On-going	(1) To be tested to ensure sufficient land safeguarded with LC7 consultation for land at location in Nov 2018. (2) MS has seen a revised alignment that is more beneficial, NR to confirm if alignment is agreed by Industry - will then be able to sign off and use this as the basis for design moving forward.	NR (MS)	02-Sep-19	Y	1	3	6	L
RR09 (b)	HS2/TFN Challenge (Bridge Footprint/Track Alignment)	Risk of challenge from HS2 or TFN in connection with proposed new bridge alignment and future access plans to train stabling (York Yard North)	Prolongation of determination of planning applications.	Delivery Coordination Board	NR (MS)	Stakeholder	Stakeholder	Current	1	5	17	H	On-going	(1) Review and response to queries raised by HS2 (2) MS has seen a revised alignment that is more beneficial, NR to confirm if alignment is agreed by Industry - will then be able to sign off and use this as the basis for design moving forward.	NR (MS)	02-Sep-19	Y	1	5	17	H
RR10	New Severus Bridge Landing Point.	The area of land required to position the new bridge landing point is in Poppeleton Road Primary School grounds possibly requiring a S77 notice to be served.	Programme delay - S77 notice period/process could take 9-10 months leading to a need to proceed at risk awaiting consent from DfE.	Infrastructure Delivery Board	CYC (DW)	Site	External	Current	3	3	14	M	On-going	(1) Issue of ownership resolved - Exec Approval given on 30 August to transfer land to Highways responsibility - agreed. (2) Bridge and landing point now subject to planning approval (RMA)	CYC (DW)	02-Sep-19	Y	2	2	8	L
RR11	ORR General Consent for bridge spans (Severus Bridge and Wilton Rise Bridge)	Risk that third party consent for construction of new bridge spans over railway not obtained	Programme delay should consent not be provided; knock-on impact on completion of Bridge Agreement between Network Rail and CYC.	Delivery Coordination Board	NR (MS)	Planning/ Consents	Legal & Regulatory	Current	1	3	6	L	On-going	Network Rail to engage with ORR to secure consent through standard process.	NR (MS)	04-Oct-19	Y	1	3	6	L
RR12	Network Rail approval for Holgate Beck re-culverting	Risk that consent for re-culverting of the Holgate Beck, as a Network Rail Asset, is not obtained due to Arup/CYC not progressing in timely fashion and/or NR delay in approval processes.	Programme delay should consent not be provided prior to construction works	Delivery Coordination Board	CYC (GF)	Planning/ Consents	Legal & Regulatory	Current	3	4	19	H	On-going	(1) Arup/CYC to prepare for and progress Form 1/Form 2 approval processes. (2) Standard Network Rail approval process to be followed. (3) Issues to be escalated through CYC/YCP and NR governance structures as required. (4) CYC ownership of culvert to be explored.	CYC (GF/MH)	02-Sep-19	Y	2	3	13	M
RR13	Network Rail approval for works to Leeman Road Tunnel	Risk that consent for works to the Leeman Road Tunnel, as a Network Rail bridge asset, is not obtained	Programme delay should consent not be provided prior to construction works	Delivery Coordination Board	NR (MS)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Risk is delay by NR in dealing with Form 1/Form 2 approval processes. (2) Risk needs to be added to Register re Arup/CYC not progressing in timely fashion and hence need to provide programme for approvals. (3) Standard Network Rail approval process to be followed. (4) Issues to be escalated through YCP and NR governance structures as required.	NR (MS)	02-Sep-19	Y	2	2	8	L
RR14	Network Rail approval for Station Western Entrance	Risk that station change approval is not secured from the rail industry due to NR not providing resources to approve designs in a timely fashion.	Programme delay should consent not be provided prior to construction works	Delivery Coordination Board	NR (MS)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Network Rail engaged to determine information required for securing approval dependent on securing design work funding. (2) Detailed design of proposed upgrades to tunnel to be undertaken in consultation with NR and rail industry stakeholders to commence once sufficient design detail available. (3) Early feasibility work on layout completed by A&M. (4) Standard Network Rail approval process to be followed (5) Issues to be escalated through YCP and NR governance structures as required.	NR (MS)	02-Sep-19	Y	2	3	13	M
RR15	Environment Agency Land Drainage Consent	Risk that EA consent for re-culverting of the Holgate Beck, as a 'Main River', is not obtained	Programme delay should consent not be provided prior to construction works	Infrastructure Delivery Board	Arup	Planning/ Consents	Legal & Regulatory	Current	2	4	18	H	On-going	(1) Detailed design of proposed re-culverting to be undertaken (2) Early engagement with EA to be held to de-risk the approval process (3) Principle established in the resolution to grant OPA. (4) Standard EA process to be followed.	Arup (PW)	02-Sep-19	Y	2	3	13	M
RR16	Utility company approvals	Risk that NRSWA C4 Detailed Quotations are not available for diversion of existing utility apparatus	Programme delay should quotations not be available at the point of awarding a construction contract	Infrastructure Delivery Board	Arup	Programme	Legal & Regulatory	Current	1	3	6	L	On-going	(1) C4 Detailed Quotations to be requested in tandem with the detailed design process and provided to tenderers for construction contracts - In progress	Arup (PW)	02-Sep-19	Y	1	2	2	VL
RR17	Car parking provision (Interim)	Risk that sufficient car parking is not available for railway station and NRM usage	Revenue risk to both Network Rail and NRM due to decreased patronage and visitor numbers; potential breach of station franchise agreement	Delivery Coordination Board	Arup	Site	Financial & Efficiency	Current	2	4	18	H	On-going	(1) Temporary car parking proposals to be developed and temporary planning consent secured through detailed/RMA planning application(s).	Arup (PW)	02-Sep-19	Y	1	4	12	M
RR18	Main Contractor Insolvency	Risk that once appointed the contractor goes into administration	The tender process requires re-starting/negotiating	Infrastructure Delivery Board	Delivery Team and CYC	Stakeholder	Financial & Efficiency	Current	1	4	12	M	On-going	(1) Robust financial checks to be carried out on tendering contractors. Performance Bond and Parent Company Guarantee to be in place before start on site.	Delivery Team and CYC	02-Sep-19	Y	1	4	12	M
RR19	Exceptionally adverse weather delays programme	Risk that once on site works are delayed by exceptionally adverse weather	Delay to programme and costs incurred by client for main contractor delay	Infrastructure Delivery Board	Delivery Team and CYC	Site	Financial & Efficiency	Current	2	2	8	L	On-going	(1) Robust drafting of contract terms and conditions to place risk of weather with Contractor - complete in Stage 1 tender documents. (2) Rail possessions are key focus for weather risk. Bridges designed as a "kit of parts" erected during a number of short, night-time possessions. This approach is more flexible - i.e. possessions can be relatively quickly re-organised in an extreme weather event.	Delivery Team and CYC	02-Sep-19	Y	2	2	8	L

Risk Identification									Pre-mitigation * CYC Scoring Matrix				Risk Management					Post-mitigation * CYC Scoring Matrix			
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RR20	Industrial action	Risk that industrial action is called by a union whilst works on site	Delay to programme and costs incurred by client for main contractor delay	Infrastructure Delivery Board	Delivery Team and CYC	Site	Financial & Efficiency	Current	1	2	2	VL	On-going	(1) Robust drafting of contract terms and conditions particularly around industrial action risks and passing the risk to the main contractor - complete in Stage 1 tender documents	Delivery Team and CYC	02-Sep-19	Y	1	2	2	VL
RR21	Resource/labour not available	Risk that insufficient resources are available for the contractor to deliver the works	Delay to programme and funding spend profile	Infrastructure Delivery Board	Delivery Team and CYC	Site	Financial & Efficiency	Current	2	3	13	M	On-going	(1) Ensure drafting of tender documents quality section covers resourcing and planning - complete in Stage 1 tender documents	Delivery team and CYC	02-Sep-19	Y	1	3	6	L
RR22	Failure of tender process	Risk that selected contractor fails to perform with the given procurement stage triggering the need to recast the project and re-procure.	Delay to programme and funding spend profile	Infrastructure Delivery Board	Delivery Team and CYC	Site	Financial & Efficiency	Current	2	3	13	M	On-going	(1) Ensure contractors are engaged with and aware of timescales of the tender process. Early contractor engagement/discussions - Complete (2) 4 Stage1 tenders received, one conditional, tender report and recommendation complete, confirmation to successful and unsuccessful tenderers pending.	Delivery team and CYC	02-Sep-19	Y	1	3	6	L
RR23	Stopping up of Leemann Road	Risk that the Stopping Order is not approved	NRM Central Gallery cannot be delivered and land is not transferred to Homes England to delivery housing.	Infrastructure Delivery Board	YCP/Homes England	Planning/ Consents	Legal & Regulatory	Current	3	4	19	H	On-going	(1) Appointment of specialist consultant to provide/prepare a clear strategy and to manage the process to a successful conclusion. - SCP Appointed. (2) Targeting DfT enquiry decision October 2020 - achieving the October 2020 target date rests on the OPA decision notice being issued in July 2019 - If we don't get the Stopping Up order decision by October 2020, it is likely to lead to delay / cost increases on IP1 and IP2. (3) Review and respond to advice around when there will be certainty around the success of the SUO or otherwise and prepare for an alternative solution.	Working Group (TD)	02-Sep-19	Y	1	4	12	M
RR24	GSMR mast relocation	Risk of not securing vacant possession of land within alignment of new ECML bridge	Effect on programme for ECML road bridge construction	Infrastructure Delivery Board	NR (MS)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) New mast site to be established - identified - final report due to be circulated. (2) Programme to be prepared for relocation once mast site established.	YCP (MS)	02-Sep-19	Y	2	2	8	L
RR25	Diversion of Sidings	Risk of not securing vacant possession of land within alignment of new ECML bridge	Effect on programme for ECML road bridge construction	Infrastructure Delivery Board	NR (MS)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) Network Change for new sidings alignment to be submitted - Concluded (2) Programme for works to remove OLE to be established - In progress (3) Programme for works to re-align sidings to be established - In progress	YCP (MS)	02-Sep-19	Y	2	2	8	L
RR26	Public Engagement for RMA	There is a risk that the planning consultation is inadequate and does not support the road in principle or the design solution.	The programme cannot tolerate and slippage and therefore there is a high risk of delay to programme, planning submission dates and funding milestones.	Infrastructure Delivery Board	YCP Working Group	Stakeholder	Stakeholder	Current	2	2	8	L	On-going	(1) YCP intend to engage with the local community at the appropriate time to communicate details of the scheme. A scope and programme of engagement has been prepared with dates to be agreed (post-OPA decision)+W49. - Subject to review. (2) Review outstanding commitment to consult York Blind & Partially Sighted Society and an early design stage. (3) Engagement in connection with Wilton Rise bridge also to be considered.	YCP (KA/DW)	02-Sep-19	Y	1	2	2	VL
RR28	YorCivils Lot 4 Value Threshold	Risk that the total value of works intended to be delivered through Lot 4 exceeds the maximum allowable value.	Procurement/programme delay, reduction of intended infrastructure scope, potential impact on funding business cases.	Infrastructure Delivery Board	Delivery Team and CYC	Management	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Review and update cost plan on the basis of package intent across IP0, IP1, IP2 & IP2+ in order to validate total works value against Lot 4 value and seek assurances from CYC procurement and YorCivils team - Complete (2) Monitor against final tender sums returned from the preferred contractor - Stage 1 tender complete and within reasonable tolerance at this stage - monitor through PSC process and stage 2 process on IP1 and IP2.	Delivery Team and CYC	01-Nov-19	Y	2	2	8	L
RR 29	YorCivils Successor Framework	Risk that the contractor selected to deliver IP0, IP1, IP2 & IP2+ is not successful in securing a place on the YorCivils successor framework which is due to be established during 2019.	Procurement/programme delay. Re-procurement of contractor to progress forward under a new PSSC and onward delay in the development of Stage 4 design/pricing of works through to approval, contract award and start on site.	Infrastructure Delivery Board	Delivery Team and CYC	Management	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Close liaison with YorCivils to monitor progress of the framework procurement process.	Delivery Team and CYC	02-Sep-19	Y	2	2	8	L
RR30	General Election	Risk that a General Election may be called during 2019	Impact on subsequent RMA planning committee decision making influenced by political environment whether as a result of a general or local election. Delay to procurement decision making/sign off/commitment timescales. Delay in funding decision making for Hf and Homes England's ability to sign up to the Partnership. Delay to delivery phase of c3 months (minimum) and potential impact/loss of funding.	Delivery Coordination Board	Delivery Coordination Board	Stakeholder	Legal & Regulatory	Current	3	5	23	VH	On-going	Monitor and respond to the political environment.	YCP Working Group	02-Sep-19	Y	3	5	23	VH
RR32	ECML Bridge - Stainless Steel fabrication	Risk that whilst delivering a zero maintenance solution, there are significant challenges in a) identifying a fabricator to fabricate and erect the stainless steel structural elements over the railway and b) the cost implications due to shortage of competition.	Delay to programme Potential requirement for re-redesign.	Infrastructure Delivery Board	Delivery Team and CYC	Feasibility/ Viability	Financial & Efficiency	Current	3	3	14	M	On-going	(1) Arup technical paper prepared for review by CYC - decision on most appropriate way forward to be taken with the benefit of technical/market intelligence forming the basis of the report. (2) Contractors are understanding of the issue and the 'ECI' in the procurement process with help develop the most appropriate material and method.	Delivery Team and CYC	02-Sep-19	Yes	3	3	14	M
RR33	Land - Gaps in Title	Risk that the identified gaps in title identified remain unresolved.	Challenges around being able to progress and conclude s106 matters. Challenge around the preparation and issue of a 'clean' licence to occupy the CYC and the infrastructure contractor to undertake the works.	Delivery Coordination Board	Delivery Coordination Board	Site	Legal & Regulatory	Current	1	3	6	L	On-going	(1) Review and reaction in response to 'Summary Note' document prepared by DIA and issued by Network Rail. (2) HE are now down to one small gap to review and conclude. (3) Further consideration to be given to how gaps are dealt with where crucial to the s106 agreement, and subsequent plot delivery.	YCP Working Group (MS)	02-Sep-19	No	1	3	6	L
RR34	Brexit Risk	Risk that increased in tariffs and supply chain pressure/limitation affects the cost and supply of materials for the project.	Increased costs and availability/programme challenges/timescales	Delivery Coordination Board	Delivery Coordination Board	Site	Financial & Efficiency	Current	2	2	8	L	On-going	(1) Consideration of bidding contractors views on acceptance or sharing of Brexit related tariff and supply chain risks in the contract terms - completed as part of Stage 1 tender process. (2) Adapt contract clauses to suit reasonable risk apportionment - Completed as part of Stage 2 tender process - acceptance of tariff increases as a client risk on an open book basis.	CYC (CM)	02-Sep-19	Y	2	2	8	L





## Agenda Item

CMT

Report of the Corporate Project Assurance lead

### KEY FINDINGS AND RECOMMENDATIONS

<b>Project framework context</b>	
PC1	The project was identified as being in the Outline business case phase (so the Gateway review questions below are from the Outline Business Case Gateway).
PC2	<p>It was felt by the Gateway team that in the absence of a resolution on:</p> <ul style="list-style-type: none"> <li>i) Outline Planning call in decision;</li> <li>ii) Section 106 Legal agreements;</li> <li>iii) Planning determination;</li> <li>iv) Partnership agreement;</li> </ul> <p>The project was <b>not ready</b> to pass through this Gateway into the next phase.</p>
PC3	<p>There were also concerns around some of the deliverables in the next phase (Full Business Case) including:</p> <ul style="list-style-type: none"> <li>i) The scope of the infrastructure the partnership want CYC to deliver;</li> <li>ii) Communications plan for engagement, particularly with elected members;</li> <li>iii) The reserved matters infrastructure application determination;</li> </ul> <p>It was felt that even though these items formed part of the next phase, there was sufficient risk associated at this stage to warrant consideration and action.</p>

### Achievements

AC1	Agreement from landowners and stakeholders to proposals that unlock the site subject to funding
AC2	Full Business Case Approval of West Yorkshire Combined Authority Funding
AC3	Co Development stage of Housing Infrastructure Fund (HIF) Bid
AC4	Outline planning application submitted approved by planning committee and Central Government decided not to call in

<b>Risks</b>		
RK1	<p>It needs to be clear how the governance will operate now the Infrastructure project has been initiated. This includes how the project is structured, who is responsible for what elements of the project (design standards, architectural standards, decision making on design).</p> <p>There needs to be clear boundaries between the overarching project, the infrastructure project and the responsibilities of the council as the planning authority.</p>	<p>The new terms of reference to clarify the governance, including the separation between the overarching project and the infrastructure delivery element. This will also define the boundaries within the council's teams.</p> <p>The signing of the partnership agreement will also be key in the adoption of the governance model.</p> <p>The appointment of the Project Director will give more leadership of the overarching project.</p>
RK2	Expectations of the City that this is a statement on future of York is clear.	Make sure the YC project is keyed into the City branding work and that through engagement work there is a sense of what the expectation is for all the City's stakeholders.
RK3	In order to meet the Economic outcomes of the project, it needs to be clear what the strategy is for	Develop the Occupier Strategy.

	engaging with businesses and bringing them to YC. (control of outcomes)	
RK4	The financial narrative around the project needs to be clear to all partners.	Make sure this is clear in the partnership agreement and in project documentation
RK5	It should be agreed what happens if costs rise.	Must be tied into partnership agreement.
RK6	Executive must be aware of what CYC have agreed with partners.	Plan awareness sessions with Members.
RK7	CYC is unable to appropriately influence the partnership to achieve outcomes given that CYC is a minority land owner.	Must be tied into partnership agreement. Ensure that the project is performance managed against agreed outcomes.
RK8	CYC must be clear with partnership and set tight deadlines as project must keep moving forward.	CYC to provide list of tasks to be completed by Summer 2019.
RK9	New council administration who will need to be actively engaged to gain. Care must be taken to ensure new members input is well received.	Early engagement required with a detailed Communication plan. Hold information workshops to inform and install confidence. Risks must be understood by members and consequences of decision making.
RK10	Overall expectations of York City are enormous, project is seen as an expression of the future of York thereby the City needs to be involved.	Consider the Cultural Wellbeing Plan  Key to deliver of the local plan.
RK11	Challenge to how CYC on how to manage partnership engagement.	Engagement framework on how partners engage together. Consider possibility of an Engagement Coordinator for the partnership.

RK12	Who will ensure the outcomes will be achieved. Have CYC confidence that the flow of evidence in and out of CYC will enable executive to make informed decisions.	Must be tied into partnership agreement, but CYC's role will be about influencing the land owners.
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<b>Issues</b>		
IS1	The Partnership agreement has not been signed. A number of key items are dependent on the partnership agreement.	Partnership agreement is going through partner organisation approval before being signed.
IS2	There is uncertainty over HIF funding	Partnership agreement and HIF funding must be in place before project progresses to Full Business Case.
IS3	There is not a clear plan in place for the land owners to develop their land if the current funding is not achieved.	1. Issue for the YC partnership to resolve
IS4	There is not a clear understanding of all the Major milestones both within the project and related.	Schedule to be developed and understood ie major decisions, purdah, elections, JR period, planning, procurement, etc
IS5	Mitigating actions must be kept up to date. It is important that the management of risks and issues are clear and transparent..	RAID up to date and regularly reviewed.
IS6	Framework not clear who is making decisions. CYC must have the ability to provide input into decisions no matter whose the decision is ie, design of	Must be tied into partnership agreement. CYC membership on the YC Strategic Board.

	homes commercial space, public realm etc. There is a risk that decisions or outcomes previously negotiated could be lost.	
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<b>Lessons</b>		
LL1	Infrastructure to be locked down as separate project	Infrastructure to be separate project
LL2	Mitigating actions must be kept up to date. May need as evidence if there are issues with the project.	RAID up to date and regularly reviewed.
LL3	Consultant produces and manages the master plan. CYC tasks and milestones are dependant and related to the partners tasks which makes it difficult to create a separate CYC plan.	Ensure a CYC plan is managed and up to date and that dependencies and the critical path are clearly understood and communicated..

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## YORK CENTRAL REPORTS - SUMMARY OF DECISIONS

Date of Executive	Decisions	Reason
11 July 2006	That the revised timetable for the preparation of the York Central Area Action Plan be noted.	The appointment of a planning consultant to carry out this work is needed to deliver the shortened AAP programme.
	That the appointment of Nathaniel Lichfield & Partners to produce the Issues and Options document, and carry out public consultation related to this, be approved.	
	That the preparation of Interim Planning Guidance (IPG) be discontinued.	The need for IPG has been superseded by the production of the Issues and Options document.
12 September 2006	That the Executive's commitment to the development of the York Central site as quickly as practical and planning	N/A
	That the willingness of British Sugar to participate in a partnership arrangement which could lead to the complementary development of both their site and the York Central site be noted;	
	That, consequently, officers be instructed to move with all speed to prepare a joint area action plan covering both sites.	
	That the programme set out in the report for the preparation of the Area Action Plan and for its inclusion in the revised Local Development Scheme, having regard to the recommendations and amendments of the LDF Working Group, be noted.	

27 February 2007	That Officers be instructed to revise the programme, with the objective of bringing forward the milestone target for the completion of public consultation on the Aims and Options paper before the end of September 2007.	In order to produce a timely plan that is likely to be implemented, and thus ensure that the development of these important sites is not jeopardised by internal milestones.
	That Officers be requested to report back on how other parts of the timetable can be compressed.	
	That the Community Consultation Strategy for York Central, which will be taken into account in undertaking the public consultation relating to the York Northwest Area Action Plan, having regard to the recommendations and amendments of the LDF Working Group, be noted.	
30 March 2010	That the progress with York Northwest be noted and that the programme of work and indicative SPD process outlined in Annexes 1 and 2 to the report be approved (Option 2).	To ensure that the work being undertaken for York Northwest is progressed.
	That the planning framework for York Northwest be provided within the Core Strategy, with York Northwest identified as a zone of change and York Central and the former British Sugar sites identified as strategic sites (Option 2).	To ensure that the regeneration of both major development sites is delivered within an overarching framework and within anticipated time frames.
	That the preparation of supporting Supplementary Planning Documents for York Central and the former British Sugar site, and the preparation of a development framework for York Central, be agreed (Option 2).	To ensure that the regeneration of both major development sites is delivered within an overarching framework and within anticipated time frames.
03 April 2012	That the current and proposed work streams outlined in the report annex together with the overall programme to date be received and noted.	To continue to facilitate and deliver the development of the strategically important York Central site.
03 December 2013	That Cabinet approve the sale of Site A and purchase of Site C, as shown at Annex A of the report for the capital receipt as set out in Confidential Annex B.	To support corporate priorities with respect to jobs and economic growth, to enable the York Central project to progress and to provide capital receipts to fund the Council's capital programme.



15 December 2015	To instruct officers to take all necessary preparatory steps to proceed with Compulsory Purchase Orders (CPO) for all third party land on York Central, to be undertaken in parallel with a negotiated acquisition.	To complete the land assembly of the York Central site to ensure that a development scheme can be delivered.
	To delegate to the Leader the authority to agree the final purchase price, following a negotiated acquisition of land off Leeman Road, in advance of the potential initiation of CPO's, to be funded from the £10m set aside to support the delivery of York Central.	To complete the land assembly of the York Central site to ensure that the land required for key infrastructure is available and so a development scheme can be delivered.
	To agree an emerging York Central Planning Policy as part of the development of the Local Plan.	To inform the site allocation within the developing Local Plan.
	To agree to initiate an informal public consultation on the future development of the York Central site in order to inform the development of a formal Planning Framework.	To ensure public engagement in the ongoing development of plans for York Central.
	To endorse officers to negotiate a detailed partnership agreement with land owners and investors to jointly deliver the York Central Scheme and to bring this back to Executive for agreement.	To put in place effective partnership arrangements to ensure York Central is developed.
	To bring back to Members a funding strategy to deliver upfront infrastructure to facilitate development of the York Central site, setting out how any investment will be repaid from future retained business rates arising from the award of Enterprise Zone status and from development values from the York Central site.	To secure any investment made by the City of York Council.
	To undertake due diligence on the most appropriate corporate instruments for City of York Council to use to engage in developing a York Central Partnership and to bring this back to Executive as part of the proposal for a legally binding partnership.	To create robust delivery arrangements for the York Central project.

	To delegate the Chief Executive, in consultation with the Leader and Deputy Leader the agreement of the procurement of advisors for the partnership.	To provide the partnership with a range of professional advice specifically focussed in the long term benefit interests of the partnership
14 July 2016	That the responses to the informal consultation on “Seeking your views to guide development” be noted.	To ensure issues raised from the consultation are taken account of in developing the Planning Framework SPD.
	That the approach to establish a York Central Community Forum as an integral part of the consultation process for the site be noted.	To ensure the views of the local community are represented
	That the progress over the past six months to inform the emerging York Central Planning Policy and deliver the York Central site be noted.	To ensure that a development scheme for the York Central site can be delivered.
	That a loan of £2.55m from Leeds City Region (LCR) Local Growth Fund as an element of the funding proposals for York Central be agreed in principle.	To enable timely progress on the York Central project.
	That the Director of Customer and Business Support Services, in liaison with the Leader, be delegated to agree the terms for a Funding Agreement with Leeds City Region (LCR) Local Enterprise Partnership (LEP).	
	That a further draw down from the £10m allocation of £0.55m be agreed in order to fund the immediate site preparation works outlined in the report.	
24 November 2016	To take up the West Yorkshire Transport Fund (WYTF) funding allocated for York Central and to confirm that the York Central access route will be part funded by CYC	To ensure the delivery of York Central
	To undertake further consultation on the access route for York Central as part of a future York Central planning strategy, with high level, ongoing engagement across the City in relation to the access route, with particular regard being given to residents most directly affected	To ensure that a range of access options have been considered

	Subject to the council agreeing to join the West Yorkshire Transport Fund, to agree to fund the access route definition and design outlined in the report from the £2.15 WYTF Gateway 1 allocation	To enable timely progress on the York Central project
	To note the appointment of Development and Technical Advisors to develop a detailed planning strategy for the York Central Partners	To ensure that a development scheme for the York Central site can be delivered
18 May 2017	The new policy at Annex A of the report for discretionary rate relief for those businesses hardest hit by the business rate revaluation as set out in the Government Spring Budget 2017	To provide a transparent process for awarding discretionary rate relief and supporting local businesses
	The new policy at Annex B for business rate relief in respect of the York Central Enterprise Zone	To provide a transparent process to encourage businesses to relocate to the Enterprise Zone and grow the York economy
	That minor changes can be made (Paragraph 22 of the report) to either policy (Annex A & B) by the Director of Customer & Corporate Services in consultation with the Executive Member for Finance & Performance	To provide flexibility to amend either scheme quickly if required without fundamentally altering the purpose of the policies
13 July 2017	Notes the plan for the York Central Partnership to undertake public consultation on access options and the master plan which will lead to the submission of outline and detailed planning applications	To ensure the delivery of York Central and to ensure that a range of access options have been considered
	Agrees to receive a further report in October setting out the York Central Partnership proposed master plan including a recommended access option and presenting the formal YCP partnership agreement for Executive to consider	
	Recommends to Council that a budget of £37.4m be approved for the York Central Transport improvements funded from the West Yorkshire Plus Transport Fund grant	

<p>That the recommendation of the York Central Partnership (YCP) - to develop a Western access option for inclusion in the York Central Masterplan and to undertake further design and legal work to ensure that the final alignment will seek to mitigate the effects of such a route on the Millennium Green and control costs to ensure deliverability – be agreed</p>	<p>To ensure the delivery of York Central and to ensure that the preferred access option has been taken into account in the process of consideration</p>
<p>That a change request be submitted to West Yorkshire Combined Authority (WYCA) to re-allocate funding to the revised access schem</p>	
<p>That land within YCP's control that could be used for a Southern Option be safeguarded, in order to protect against any risk to the York Central development caused by circumstances preventing successful delivery of a Western Optio</p>	
<p>That the plan for the YCP to undertake public consultation on a masterplan which will lead to the submission of planning applications be noted</p>	
<p>That the allocation of £1.997m from the previously agreed York Central budget of £10m to meet project costs to planning submission be agreed, with these costs to be considered as a project cost for reimbursement from a future YCP development account</p>	

15 November 2017

<p>That, in taking the project forward;</p> <p>a) Council Officers be directed to:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Focus on community engagement as an integral part of the process for the detailed design of the preferred access option, and the development of the York Central Masterplan (YCM), in accordance with the YCP principles;</li><li><input type="checkbox"/> Consider how the development can become an exemplar of sustainable development through the detailed design of the preferred access option and the development of the YCM, in accordance with the YCP principles;</li><li><input type="checkbox"/> Consider the potential for sustainable energy use and renewable energy generation as part of the development of the detailed design of the YCM, in accordance with the YCP principles;</li><li><input type="checkbox"/> Consider affordable housing delivery as an integral part of the YCM;</li></ul>	<p>taken into account a range of considerations.</p>
<p>b) The Partnership be requested to maintain the current provision of information to ensure that the council and the public are able to understand the background to proposals, in order that the scheme will progress over the forthcoming decades.</p>	
<p>That the National Railway Museum (NRM) be supported in the development of the NRM masterplan and bids for funding, including Heritage Lottery funding, to support their expansion plans</p>	<p>To support the future enhancement and expansion of the NRM as an important cultural anchor to the York Central development.</p>
<p>That a contribution of £200k be provided to the NRM towards the further development of their masterplanning and fundraising bids from the £10m York Central budget</p>	

15 March 2018	That a contract be procured and awarded to a construction partner to deliver the key site infrastructure outlined in the report, including the access bridge, the spine road, and the NRM rail link, with the potential to novate the contract over to the York Central Partnership, a single partner or a successor body for development of the site	To ensure that the concerns around this proposal are properly considered
	That a report on the proposal to dispose of the freehold of the Fermatol site and the Carlisle St private car park to Homes England for the best consideration, and to use this capital receipt to fund the York Central project costs, be brought to a joint Decision Session of the Leader and the Deputy Leader for a decision to be made	
	That authority be delegated to the Deputy Chief Executive, in consultation with the Council Leader, to: a) consider responses to the public consultation on the disposal of open space land and; b) subject to that consideration, confirm the sale price of the land and agree the disposal of the Fermatol site and the Carlisle St private car park to Homes England	To ensure the early delivery of a new access route to York Central within the timescale of available grant funding
	That a further £907k from the £10m EIF be committed to take the project through to planning determination	
	That a further report be received in June 2018 setting out: a) a preferred masterplan prior to submission of an outline planning application and a detailed bridge and spine road planning application; b) a partnership agreement with the York Central Partnership to formalise the relationship and the financial agreement between the partners; c) a detailed financial plan for the delivery of York Central, including analysis of potential council borrowing, and funding from the Enterprise Zone	
That the York Central Partnership (YCP) master plan, which it is noted will inform and regulate future planning application submissions, be supported		
That the draft parameter plans and development schedules for York Central be endorsed, to enable the completion of the Environmental and Transport Impact		

21 June 2018

<p>That the final sign off of the York Central Design Guidelines be delegated to the Leader and Deputy Leader prior to the submission by the YCP of an outline planning application</p>	<p>To ensure the delivery of the York Central scheme</p>
<p>That the Memorandum of Understanding with the YCP be agreed</p>	
<p>That approval of the layout and the submission of a detailed planning application for the first phase infrastructure of the York Central scheme be delegated to the Executive Member for Transport and Planning</p>	
<p>That further reports be received from Autumn 2018 setting out:</p> <ul style="list-style-type: none"><li>a) a partnership agreement and;</li><li>b) funding arrangement</li></ul>	
<p>That Officers be instructed to undertake further work to bring forward proposals to support and enhance the delivery of affordable housing on York Central</p>	<p>To ensure that the York Central scheme delivers the economic and social benefits described</p>
<p>That officers be instructed to bring back a detailed business case for the early investment in office accommodation on York Central as part of the council's commercial portfolio</p>	
<p>That officers continue to work with city partners and community groups to identify early community facilities to be developed on York Central</p>	
<p>That the council work with YCP to support the delivery of high sustainability standards on the site</p>	
<p>That YCP be encouraged to continue their community engagement approach throughout delivery of the scheme</p>	
<p>That officers work with YCP to develop proposals for the detailed design of public spaces on York Central</p>	
<p>That further engagement be undertaken with businesses to focus the occupier strategy and integrate the commercial spaces within the broader area</p>	

30 August 2018	That the route of the York Central Access road, bridge and spine road be agreed as set out in Annex 3, and that detailed planning applications for these be submitted in the autumn	To ensure the early delivery of a new access route to York Central within the timescale of available grant funding and the long term maintenance of the Millennium Green
	That approval be given to repossess the land reserved in the Millennium Green lease, to facilitate the access road onto York Central	
	That a long lease be granted of a plot of replacement land on the other side of the Holgate Beck, to provide long term replacement for the reserved land and to undertake minor improvement works to this land as agreed with the Millennium Green Trust (MGT)	
	That a licence be obtained from the MGT permitting use of the area of land required to facilitate the construction of the bridge and that this land be landscaped prior to returning it to the MGT on completion of the works	
	That approval be given to offer MGT temporary use of alternative City of York Council owned land adjacent to the Millennium Green during the period of the licence	
	That a compensatory payment of £375k be made to the MGT, to reflect the disturbance to the Millennium Green and enable the trustees to provide for the long term maintenance to the Millennium Green, of which £300k will be conditional upon planning permission	
	That further support to a maximum of £25k be provided to the MGT for their legal and technical support costs	
	That embankment land to the west of Severus Bridge be appropriated for the use of the Highway, in order to provide an additional pedestrian and cycle deck across the railway	



	<p>That approval be given to undertake detailed design work for the key site infrastructure outlined in the report, including the access bridge and the spine road, and the National Railway Museum (NRM) rail link</p> <p>That further funding be sought from the West Yorkshire Combined Authority (WYCA) and York, North Yorkshire &amp; East Riding (YNYER) Local Enterprise Partnerships (LEPs) to fund the detailed design of the first phase infrastructure through to construction commencement</p> <p>That a further £2,390k funding from the Economic Infrastructure Fund (EIF) be committed to fund the project through to March 2019</p> <p>That, in the eventuality that WCYA or YNYER grant funding is forthcoming, the grant be used to reduce the level of EIF support required</p> <p>That a further report be received in November with a detailed financial plan for the delivery of York Central, including analysis of potential Enterprise Zone backed council borrowing, in order to establish a budget for delivery of York Central infrastructure</p> <p>That a further report be received in January 2019 which will:</p> <ul style="list-style-type: none"> <li>a) set out a partnership agreement with the York Central Partnership to formalise the relationship and the financial agreement between the partners and;</li> <li>b) seek approval to draw down funds and commence construction of the access road and bridge</li> </ul>	
<p>29 November 2018</p>	<p>That £1m of additional business rates income from the 2018/19 business rates pilot be allocated to the Venture Fund</p> <p>That approval be given to use up to £3m of the Venture Fund to finance early years deficits on the revenue costs of borrowing related to the £35m City of York Council contribution, to be repaid from future Enterprise Zone receipts</p>	<p>To ensure the delivery of York Central and to provide funding for enabling infrastructure, including a new access route to York Central, within the timescale of available grant funding</p>

	<p>That prudential borrowing of £35m be agreed, financed from future retained business rates as part of the York Central Enterprise Zone, plus in early years the use of Venture Fund</p>	
<p>17 January 2019</p>	<p>That the Heads of Terms for the York Central Partnership (YCP) legal agreement be approved and that authority be delegated to the Director of Economy &amp; Place and the Director of Corporate &amp; Customer Services to take such steps as are necessary to enter into the legal agreement</p>	<p>To ensure the delivery of York Central and to provide funding for enabling infrastructure, including a new access route to York Central, within the timescale of available grant funding</p>
	<p>That £1.2m of the £155m York Central capital budget, to be funded initially from City of York Council's capital budget, be committed to undertake pre-construction site preparations, including telecommunications mast and rail line relocation and site segregation from the operational railway and bridge agreements with Network Rail, as set out in paragraph 40 of the report</p>	
	<p>That a further £5m of the £155m York Central capital budget, to be funded from the Housing Infrastructure Fund, be committed, subject to planning and external awards, to commence the enabling works, including site clearance, utility diversions and Millennium Green preparation, as set out in paragraphs 42-43</p>	
	<p>That it be acknowledged that a further report will be brought back to Executive to agree the submission of the reserved matters planning application and to commit the capital budget for delivery of the Phase 1 infrastructure, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Bridge access onto the site</li> <li><input type="checkbox"/> A new spine road</li> <li><input type="checkbox"/> Drainage</li> <li><input type="checkbox"/> Construction of an additional pedestrian and cycle deck onto Severus Bridge</li> <li><input type="checkbox"/> Construction of a new rail connection between the NRM and the East Coast Main Line</li> </ul> <p>subject to the award of outline planning permission for the scheme and the final agreement of the external grant funding from both the West Yorkshire Transport Fund and the Housing Infrastructure Fund</p>	

	<p>That a further report be received, setting out proposals for economic development on York Central</p> <p>That a business case be prepared for the council to acquire affordable housing on the York Central site as part of the first phase of residential development</p> <p>That proposals be developed for the next phase of community engagement and a report be brought to Executive to seek financial support for community groups to develop capacity to engage effectively with YCP, with a view to active engagement to deliver social and economic benefits</p>	<p>To ensure that the social, environmental and economic benefits of York Central are delivered and are strongly influenced by community engagement</p>
<p>18-Jul-19</p>	<p>That Option 2 be approved, and £750k be allocated to fund Early Contract Involvement (ECI), further design work and finalisation of a Reserved Matters Application (RMA) for the first phase of infrastructure, including the primary access into the site, new bridge / spine road, drainage, construction of an additional pedestrian and cycle deck onto Severus Bridge and construction of a new rail connection between the NRM and the East Coast Main Line (ECML), to be funded partly from the allocated York Central CYC capital budget (£451k) and Homes England funding (£335k).</p> <p>That the £1.25m budget provision previously agreed specifically for early site works be cancelled, with this funding now returned to the remaining unallocated funding for York Central.</p> <p>That approval be given to seek financial contributions towards the budget for up front design work from York, North Yorkshire and East Riding (YNYER) Local Economic Partnership (LEP), Leeds City Region (LCR) LEP and YCP ahead of the agreement for HIF funding.</p> <p>That the decision to undertake the further design works outlined in Option 3, over and above those set out in Option 2, be delegated to the Deputy Chief Executive in consultation with the Executive Leader, subject to the agreement of additional funds from YNYER LEP, LCR LEP, YCP or the award of HIF funding.</p> <p>That the final sign-off of the RMA for the delivery of the Phase 1 infrastructure be delegated to the Director of Economy and Place in consultation with the Executive Leader and Deputy Leader.</p>	<p>To ensure the delivery of York Central and to provide funding to enable the progression of the detailed design and planning for a new access route to York Central within the timescale of available grant funding</p>

<p>That a further report be brought back to Executive setting out options and proposals to include York Central in the bus Clean Air Zone</p>	<p>To ensure that the social, environmental and economic benefits of York Central are delivered and are strongly influenced by community engagement</p>
<p>That, at the earliest point, the council work to delivery a new Bus Lane to become an integral part of the ph1 Infrastructure, ahead of the timescale required by S.106 conditions; this could be build at the same time as the spine road is constructed, improving bus journey times from day 1.</p>	
<p>That further consultation be carried out with local communities, residents and visitors to the site, via a 'MyYorkCentral' style of consultation.</p>	
<p>That the current Occupier Strategy be reviewed to ensure that commercial spaces encourage clean growth and help contribute to carbon reduction in the city.</p>	
<p>That all the areas of opportunity to secure greater social economic and environmental benefits to the city indicated under paragraph 36 of the report be endorsed, and that these areas be explored in greater detail in order to secure those improvements.</p>	

08-May-18

That the scope for the regeneration of the Guildhall, as set out in the 'Future Options' section of the report, be confirmed.

That approval be given to procure a construction contractor for the Guildhall project, based upon Option 2 in paragraphs 29 to 31 of the report.

That, in view of the complexity of the project, a further report with proposals for the appointment of a contractor and determination of the final budget be brought to Executive in the Autumn; that report to include an updated business case, a risk assessment, and details of how the preferred supplier will promote economic growth.

That the council enter into further discussions with Leeds City Region Local Enterprise Partnership, to seek to increase the level of grant funding to deliver the Guildhall scheme.

To minimise delay and ensure that the value of the Early Contractor

Involvement (ECI) phase work is realised for the

project in re-tendering the delivery of the works in the

most effective way, at less cost to the council than the

other options and without committing the future

To ensure the future viability and effective re-

use of the Guildhall, as one of the city's most significant

buildings.

**1.** In the interests of securing improved public access for residents and visitors, for the future, and maximising the civic and community value of the Guildhall through improved understanding and appreciation of its historic significance, aligning with the Mansion House Opening Doors project.

**2.** To ensure that the optimum beneficial re-use of the complex is properly investigated and that project delivery does not suffer unnecessary delay.

**2.** To ensure that the optimum beneficial re-use of the complex is properly investigated and that project delivery does not suffer unnecessary delay.

**3.** In the interests of optimising the value and long term sustainability of a publicly accessible riverside with an attractive commercial offer to complement the inherent historic interest of

**4.** In the interests of securing the optimum future value for the council from one of its most significant property assets and minimising delay to the project delivery.

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**Customer and Corporate Services Scrutiny      10 February 2020**  
**Management Committee**

**Report of the Deputy Chief Executive / Director of Customer & Corporate Services**

**2019/20 Finance and Performance Monitor 2**

**Purpose of the Report**

- 1 To present details of the overall finance and performance position for the period covering 1 July 2019 to 30 September 2019, together with an overview of any emerging issues. This is the second report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

**Recommendations**

- 2 The Committee is asked to
  - note the finance and performance information

Reason: to ensure expenditure is kept within the approved budget

**Financial Summary**

- 3 The financial pressures facing the council are projected at £1,353k. This is broadly in line with previous years forecasts at this early stage in the financial year. However, the council has regularly delivered a balanced position by the year end, demonstrating a successful track record of managing expenditure within budget over a number of years.
- 4 The report highlights that there continue to be pressures within Adult Social Care in particular. This reflects the national situation where councils across the country are managing largely unavoidable demographic and cost pressures. Managing these pressures will continue to be a challenge as both the numbers of people and complexity of individual situations create demands across the sector. Health partners are similarly challenged facing unprecedented demand and financial pressures. Some of this pressure impacts on social care as the desire to discharge patients in a more timely fashion increases the social care costs needed to facilitate discharge.

- 5 In recent years the council has made significant investment in adult social care and the July 2019 budget amendment invested additional funds in adult social care support to ensure quality services for the most vulnerable adults, including new approaches to using technology, increase community led support and embed strength based approaches.
- 6 These pressures need to continue to be managed carefully throughout the remainder of this financial year and the mitigation strategies in place will be regularly monitored.
- 7 It is expected that, as a result of this ongoing monitoring and the identification of further mitigation, overall the Council will again outturn within the approved budget. There is contingency provision available to cover some of the projected pressures, and it is also anticipated there will be improvement in the position during the year.
- 8 York is maintaining both sound financial management, and delivering priority services to high standards, during a period of continued challenge for local government. In particular, key statutory services continue to perform well, having seen investment in recent years. Whilst there remain challenges in future years, the overall financial and performance position is one that provides a sound platform to continue to be able to deal with the future challenges.

### **Financial Analysis**

- 9 The Council's net budget is £123.3m. Following on from previous years, the challenge of delivering savings continues with £4.3m to be achieved in order to reach a balanced budget. Early forecasts indicate the Council is facing financial pressures of £1,353k and an overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 below. The position will continue to be monitored carefully to ensure that overall expenditure will be contained within the approved budget. The following section provides more details of the main variations and any mitigating actions that are proposed within the Customer and Corporate Services directorate.

2018/19 outturn		2019/20 Forecast Variation Monitor 1	2019/20 Forecast Variation Monitor 2
£'000		£'000	£'000
+896	Children, Education & Communities	+594	+518
-282	Economy & Place	-137	-137
<b>-428</b>	<b>Customer &amp; Corporate Services</b>	<b>-200</b>	<b>-300</b>
+946	Health, Housing & Adult Social Care	+2,127	+2,372
-1,285	Central budgets	-500	-600
153	Total	+1,884	+1,853
-648	Contingency	-500	-500
-801	Total including contingency	+1,384	+1,353

Table 1: Finance overview

### Customer & Corporate Services

- 10 Overall the directorate is expected to underspend by £300k. There are a number of minor variations being managed and work will continue to try and identify additional savings to help the overall position.

### Corporate Budgets

- 11 These budgets include Treasury Management and other corporately held funds. It is anticipated that overall a £600k underspend will be achieved, predominantly as a result of reviewing some assumptions on the cash flow position following a review of the profile of planned capital expenditure which will mean less interest being paid than previously anticipated.

### Contingency

- 12 As in previous years a contingency budget of £500k is in place. Members are asked to note that this may be required to deal with some of pressures outlined in this report. Any decisions regarding the allocation of this sum will be brought to a future meeting.

## Loans

- 13 Further to a scrutiny review, it was agreed that these quarterly monitoring reports would include a review of any outstanding loans over £100k. There are 2 loans in this category. Both loans are for £1m and made to Yorwaste, a company part owned by the Council. The first was made in June 2012 with a further loan made in June 2017 as agreed by Executive in November 2016. Interest is charged on both loans at 4% plus base rate meaning currently interest of 4.75% is being charged. All repayments are up to date.

## Performance – Service Delivery

- 14 The Executive for the Council Plan (2019-23) agreed a core set of indicators to help monitor the council priorities and these provide the structure for performance updates. The indicators have been grouped around the eight outcome areas included in the Council Plan which are:
- Well-paid jobs and an inclusive economy
  - Getting around sustainably
  - Good Health and Wellbeing
  - A Better Start for Children and Young People
  - A Greener and Cleaner City
  - Creating homes and World-Class infrastructure
  - Safe Communities and culture for all
  - An open and effective Council
- 15 Further details around the indicators relating to Customer and Corporate Services can be found in the following sections. Some indicators are not measured on a quarterly basis. The DoT (Direction of Travel) is calculated on the latest three results whether they are annual or quarterly.
- 16 Updates on additional activity and initiatives undertaken by the council to monitor progress against the Council Plan outcomes will be included in the Q3 Monitor.

## An open and effective Council

An open and effective Council						
	Previous Data	Latest Data	DoT	Frequency	Benchmarks	Data Next Available
Forecast Budget Outturn (£000s Overspent / -Underspent) - CYC	£1,884 (excluding contingency) (Q1 2019/20)	£1,853 (excluding contingency) (Q2 2019/20)	→	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
Average Sickness Days per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	11.0 (Q1 2019/20)	11.1 (July 2019)	→	Quarterly	CIPD Public Sector 2018/19 8.5	Q2 2019/20 data available in Dec 2019
Customer Services Waiting Times - Phone / Footfall / Webchat	00:00:33 (Phone) (Q1 2019/20)	00:00:21 (Phone) (Q2 2019/20)	→	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
	83.22% (Footfall) (Q1 2019/20)	83.87% (Footfall) (Q2 2019/20)	↑ Good	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
	Not collected (Webchat)	89.2% (Webchat) (Q2 2019/20)	→	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
Number of days to process Benefit claims (currently Housing benefit)	2.44 (Q1 2019/20)	3.01 (Q2 2019/20)	→	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
% of complaints responded to within timescales (currently 5 days)	56.90% (Q4 2018/19)	56.10% (Q1 2019/20)	→	Quarterly	Not available	Q2 2019/20 data available in November 2019
CYC Apprenticeships	24 (Q1 2019/20)	23 (Q2 2019/20)	→	Quarterly	Not available	Q3 2019/20 data available in Jan 2020
FOI & EIR - % In time - (YTD)	90.86% (2018/19)	80.40% (Q1 2019/20)	→	Quarterly	Not available	Q2 2019/20 data available in November 2019

The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual or quarterly.  
All historic data is available via the Open Data Platform

### Forecast Budget Outturn (£000s Overspent / -Underspent)

- 17 The forecast budget outturn overspend at the end of Q2 2019-20 (including contingency) is £1,353. This compares with £1,384 at the end of Q1 2019-20. Please see the finance section at the start of this report which describes the mitigations put in place to reduce this.

### Average Sickness Days per FTE - CYC (Excluding Schools)

- 18 At the end of July 2019 the average sickness days per FTE (rolling 12 months) was 11.1 days (from 11.9 at the end of July 2018). Proposals for tackling absence were agreed by Executive in Autumn 2018 on the future use of a dedicated external team to focus on attendance and work with managers and employees on a timely return to work and has been procured and commenced at the end of September 2019.

### Customer Services Waiting Times (Phone / Footfall / Webchat etc)

- 19 Our customer centre is the main point of contact for residents and business visitors. During Q2, the number of calls increased to 64,338 with 65% of calls answered within 20 seconds. The increase in demand is seasonal and expected due to garden waste collections and the annual elections canvas. The number of residents who came to West Offices reduced to 10,396. The average waiting time was 6 minutes and 84% of residents were seen within the target waiting time of 10 minutes. Customers are now opting to access services using alternative means:
- 2,218 customers made payments using the auto payments facility
  - 56% of street lighting and street cleansing issues were reported on-line

- Around 7,600,000 pages of the website were reviewed
- Web chat is now available for Council Tax customers, 724 customers used the chat service during Q2 with 89% of customers waiting no more than 8 seconds for their chat to be answered.

### **Number of days to process Benefit claims (currently Housing Benefit)**

- 20 Due to improvements in digital processes, performance in this area remains consistently strong in York with the average number of days taken to process a new Housing Benefit claim, or a change in circumstance, just over 3 days during Q2 2019-20. York performance is also the best out of all other local authorities that we are benchmarked against (North and East Yorkshire, Lincolnshire and the Humber) and much higher than the national average of 9.4 days (2018-19 Q3).

### **% of complaints responded to within timescales**

- 21 Following a decline in the percentage of complaints responded to within 5 days during 2017-18, the percentage meeting the SLA during 2018-19 steadily improved. In Q1 2019-20, the council responded to 56.1% of complaints within 5 days which maintains the improvement in performance (this compares to 39.6% in Q1 2018-19).
- 22 The number of waste complaints has increased from 251 in Q1 2019-20 to 289 in Q2 2019-20 but the percentage responded to within the target time has also increased from 43% to 71% during the corresponding periods.

### **CYC Apprenticeships**

- 23 The number of CYC apprenticeships has remained fairly stable over the past few years, generally between 22 and 25 apprenticeships at any one time. Over the past year, the council has continued to actively recruit new apprentices into the organisation and has been more diverse with the types and levels of apprenticeships offered. This has included encouraging higher level apprenticeships and standards.

### **FOI & EIR - % In time**

- 24 The latest available data (2019-20 Q1) shows that the council received 499 FOIs (Freedom of Information requests), EIRs (Environmental Information Regulations requests) and SARs (Subject Access to records requests). This compares to 589 received in Q1 2018-19. CYC achieved 80.4% in-time compliance for FOIs and EIRs in Q1 2019-20 which compares to 90.9% in-time compliance at the end of Q4 2018-19. This shows a decrease in performance for responding to requests within the timescales set out by legislation. Work is underway within service areas to identify improvements in performance in order to comply with the legislation.

- 25 The themes of FOIs that are requested from the public on a regular basis are reviewed and as a result, new datasets are added to York Open Data so that requestors can be referred there to view new and historic data. An example of newly added data to York Open Data is Business Rates which was added in response to regular FOI requests for this data.

### **Annexes**

- 26 All performance data (and approximately 1,000 further datasets) within this document is made available in machine-readable format through the Council's open data platform at [www.yorkopendata.org](http://www.yorkopendata.org) under the "performance scorecards" section.

### **Consultation**

- 27 Not applicable.

### **Options**

- 28 Not applicable.

### **Council Plan**

- 29 The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

### **Implications**

- 30 The implications are:
- **Financial** are contained throughout the main body of the report.
  - **Human Resources (HR)** There are no HR implications.
  - **One Planet Council / Equalities** There are no One Planet Council or equalities implications.
  - **Legal** There are no legal implications.
  - **Crime and Disorder** There are no crime and disorder implications.
  - **Information Technology (IT)** There are no IT implications.
  - **Property** There are no property implications.
  - **Other** There are no other implications.

### **Risk Management**

- 31 An assessment of risks is completed as part of the annual budget setting exercise. These risks are managed effectively through regular reporting and corrective action being taken where necessary and appropriate.

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**Report  
 Approved**

**Date** 29/01/20

**Wards Affected:** All

For further information please contact the authors of the report

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**Background Papers:**

None

**Glossary of Abbreviations used in the report:**

CYC	City of York Council
EIR	Environmental Information Regulations
FOI	Freedom of Information
FTE	Full time equivalent
SLA	Service Level Agreement



10 February 2020

## **Customer and Corporate Services Scrutiny Management Committee**

### **Report of the Chair of the Economy and Place Policy and Scrutiny Committee**

1. The Economy and Place Policy and Scrutiny Committee has met on five occasions since the Chair's last report to CSMC in September 2020.

2. At the outset it should be noted that the Committee has taken a more focused approach to work planning, seeking the advice of city 'experts' to inform the work plan.

3. At the beginning of the new municipal year Member were asked to suggest some key issues going forward and agree how these should be prioritised. The list included:

- High value jobs;
- Pay in work poverty;
- Gender pay gap;
- Apprenticeships and skills – how we use apprenticeship levy in the council and also its use around the city;
- Low paid industries – hospitality and tourism – and how we encourage career progression in those industries;
- Graduate retention;
- Stem the loss of skilled people;
- Sustainable growth and social values;
- Community wealth
- Performance on road repairs

- Review of business rates system
- Bus services in outlying areas;
- Car parking across the city;
- Hospitality and tourism. Creating a high-value offer that benefits residents and businesses;
- Opportunities and barriers to business growth;
- Clean air zone. Next steps towards clean air;
- The changing face of the high street: Understanding and tackling the economic problems of long term empty commercial units in York's city centre;
- Planning and Planning Conditions Enforcement: How do we build the houses and commercial units our city needs while protecting the standard of living of surrounding communities?

4. At the Committee's September meeting Members further discussed their work programme and agreed to prioritise three categories:

- i. High Value Jobs and Innovation; Apprenticeships and Skills; Graduate Retention; Stem the loss of skilled people
- ii. Pay in work poverty; Gender pay gap; Low paid industries
- iii. Sustainable Growth, Social Values; Community Wealth

5. In October the Committee took part in round table discussions with representatives from City of York Council, York University, York College and York St John University to discuss issues around High Value Jobs and Innovation, Apprenticeships and Skills and Graduate Retention. As a result of these discussions Members agreed to undertake a scrutiny review into Apprenticeships and Skills and this work is ongoing.

6. In November the Committee held similar round-table discussions with representatives from York University, the Joseph Rowntree Foundation, the Yorkshire and Humber TUC and a major York retailer to discuss in-

work poverty, gender pay gap and low-pay industries. The information gathered helped inform the scrutiny review into in-work poverty, a part of the Corporate Review into Poverty in York.

7. The Committee has yet to agree a date for a third round-table discussion around Sustainable Growth, Social Values and Community Wealth.

### **Committee meetings:**

#### September 2019

8. The Committee again welcomed the Executive member for Economy and Strategic Planning to further inform Member of his priorities and challenges for the year, including the challenges facing the city centre, York Central, business rates, doing business with the Council, the Local Industrial Strategy, planning and work in developing a new Economic Strategy.

9. The Executive Member for Environment and Climate Change also outlined the priorities and challenges within her portfolio which relate to the remit of the Economy and Place Policy and Scrutiny Committee, including waste collection and disposal, improvements to the public realm, flood protection and air quality.

10. Members also received their bi-annual update on CYC Flood defences Action Plan from the Council's Flood Risk Manager and the Partnership and Strategic Overview Manager from the Environment Agency.

#### October 2019

11. In addition to round-table discussions around apprenticeships and skills the Committee also invited representatives from the Leeds City Region and the York, North Yorkshire and East Riding Local Enterprise Partnerships for discussions around the Local Industrial Strategy. This gave members the opportunity to make constructive comments that could potentially influence the drafting of the Local Industrial Strategy.

#### November 2019

12. In addition to the round-table discussions around in-work poverty, gender pay gap and low-pay industries, the Committee were given an update report on the implementation of recommendations from the scrutiny review into the Economic Health of York City Centre. Members were advised that engagement activity on MyCityCentre had been

delayed until the New Year because of purdah and the Committee agreed they would consider this matter again in six months.

### December 2019

13. Following concerns raised at a previous meeting about the condition of the city's roads, the Head of Highways presented an update report on the Council's performance on highways maintenance in the context of the assessments and repairs process and the allocated budgets.

Members were told that officers were obliged to prioritise main roads, in accordance with the national code of practice, and that ward funding could be allocated for repairs to local roads with lower usage.

14. The Committee were given an update report on the implementation of recommendations from the Residents' Priority Parking Scheme Scrutiny Review, which had been endorsed by Executive in March 2019. In November 2019 Executive approved further proposals to address issues identified in the review and the Chair of the Task Group which carried out the scrutiny review, who is now the Executive Member for Transport, attended the meeting to answer Members' questions.

15. Members also received a scoping report suggesting a remit and methodology for the previously agreed scrutiny review into Apprenticeships and Skills and a Task Group was appointed to carry out this work on the Committee's behalf.

### January 2020

16. Members received an overview report sickness levels and workloads within the economy and place directorate. This issue was referred to E&P scrutiny by CSMC after a report indicated that E&P and Health and Adult Social Care have the highest levels of sickness absence across CYC. Additionally a CYC staff survey shows that 24% of those responding (and only 38% of staff responded) did not feel that their workload was manageable. Within E&P this was much higher at 42%. E&P was given an update on ongoing activities to support the wellbeing of staff and to reduce absence levels. Members noted that within E&P there was too much work and not enough resources and asked for a further report later in the year.

17. The Committee also received a Scoping Report on in-work poverty. The Committee had previously considered in-work poverty as part of its work programme for the year and this scoping report follows a request by CSMC for each of the standing scrutiny committees to undertake a

review into elements of poverty which falls within their remits, as part of a corporate review of poverty in York. As part of their discussions Members considered employers' charters from Liverpool and Manchester. If work on such a charter was instigated in York it could feed into the developing Economic Strategy.

### February 2020

18. Members will receive an overview report on the developing Economic Strategy and have invited the Executive Member for Economy and Strategic Planning to join them in their discussions.

19. They have also invited the Managing Director of Make It York to present his bi-annual update report with a specific request for information around possible changes to the Shambles Market.

20. The Committee will receive their six-monthly Finance and Performance Monitoring Report. This item was slipped from the December meeting because of the election and the timing of the January Executive meeting.

21. Members will also receive two Pre-Decision Reports – EV Charging Strategy and Fleet Strategy – which were on the 6 January 2020 Forward Plan and reports were requested for the February meeting in advance of the strategies going to Executive on 19 March. This is in line with Executive's endorsement of recommendations of the Scrutiny Review into Scrutiny Operations and Functions. These included that Pre-Decision Call-In be removed from the Constitution and that the Executive's Forward Plan be used to guide scrutiny and help inform committee work plans while chief officers should promote scrutiny involvement in policy development by bringing issues early to scrutiny for discussion.

### Reviews

22. Members are currently involved in two scrutiny review – Apprenticeships and Skills and the Corporate Review into Poverty. Task Groups have been agreed to carry out this work on the Committee's behalf and this work is progressing.

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**Customer and Corporate Services Scrutiny  
Management Committee**

10 February 2019

Report of the Director of Governance

**Food Poverty Scrutiny Review Interim Report****Summary**

1. This report updates the Customer and Corporate Services Scrutiny Management Committee on the work carried out so far by the Ad-Hoc Scrutiny Sub-Committee established to investigate food poverty in the city.

**Background**

2. During the previous administration, CSMC agreed to carry out a scrutiny review into Financial Inclusion in York with the aim of understanding the impact of Universal Credit on the city's citizens and the activities being run to promote Financial Inclusion.
3. In September 2018 CSMC agreed an initial remit for the review. However, in November 2018 CSMC considered a request that a 19 July 2018 Motion to Council on Food Poverty be added to the review remit. This was agreed and the following objectives were added:
  - i. To understand how the above issues are linked to apparently increasing levels of food poverty in York, including work on the following:
    - the background to food poverty in York including any available local statistics and how local measurement might be improved;
    - the current role of crisis support in York in mitigating food poverty;
    - a range of options for the Council and its partners to improve the city wide response to food poverty in York.

4. While gathering information for the Financial Inclusion Scrutiny Review the Task Group established by CSMC to carry out this work on the Committee's behalf began to investigate food poverty and learned that that food poverty is the result of a complex set of structural issues relating to but not restricted to problems of insecure, inadequate and expensive housing, insecure and low paid employment, insufficient social welfare provision, poor health, and an environmentally unsustainable food production and distribution system.
5. The Financial Inclusion Scrutiny Review Task Group had its final meeting on 13 February 2019 when it was agreed that issues around food poverty in the city should be the subject of a separate piece of work which could be picked up by the new administration after May's elections.
6. The review recommendations were agreed by Executive in March 2019 and these included a recommendation to the new administration that a deeper scrutiny review into the causes of and responses to food poverty be considered.
7. A scoping report into food poverty was considered at the first meeting of the new Customer and Corporate Services Scrutiny management Committee in June 2019 and after considering a second report in July 2019 the Committee agreed to ahead with the review and resolved to establish an Ad-Hoc Scrutiny Sub-Committee involving members of CSMC, the Health and Adult Social Care Policy and Scrutiny Committee and the Children, Education and Communities Policy and Scrutiny Committee (CEC).
8. CSMC also agreed the following remit:

**Aim:**

To understand the issues around the apparently increasing levels of food poverty in York

**Objectives**

- i. Identifying indicators and measures for York to monitor the impact of food poverty
- ii. Identifying areas of best practice within these activities.



- iii. Identifying opportunities to coordinate activities to increase impact and carry out an assessment of current service provision and sustainability
  - iv. Identifying opportunities to target activities at the lowest income households to more effectively prevent food poverty
9. The Ad-Hoc Scrutiny Sub-Committee, comprising Cllrs Fenton, Rowley (CSMC), Perrett (Health), Fitzpatrick and Hollyer (CEC) met for the first time in August 2019 when Cllr Rowley was elected Chair. Members considered the best way to take forward the review and agreed that initially they would like expert advice around food poverty and its causes and poverty in general.
  10. In September 2019 the committee met the Emeritus Professor of Social Policy at the University of York, a research fellow working on food insecurity at York University, who was also Chair of York Food Justice Alliance, and an Analysis Manager at the Joseph Rowntree Foundation.
  11. The committee noted that food poverty is poverty with **food poverty** being the inability to afford, or have access to, food to make up a healthy diet while **food insecurity** is limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptably foods in socially acceptable ways.
  12. Food poverty in the city is growing partly as a consequence of many incomes being too low for families to eat adequately, along with fixed outgoings such as childcare needs, housing or extra costs as a result of illness or disability. Members were told poverty rates were rising and likely to continue to rise and the poverty gap – the gap between incomes of those below the poverty threshold and the threshold – had been growing consistently since 2010.
  13. The committee was reminded by the Emeritus Professor that we did not see the notion of food poverty in York before 2010 and there were no food banks in the city at that time. However, food poverty is now recognised in local communities in reaction to national reductions in welfare benefits and could potentially be attributed to the £30 billion cuts in working age social security since 2010 that are still being rolled out.
  14. The professor stated the roll-out of Universal Credit with delays and waits for payments, cuts in housing benefits, reductions in child tax credit and the working-age benefits freeze were impacting on vulnerable families, including those with working parents. Social security is an

important safeguard for an increasing number of working family members who find that work does not provide enough income to support their family because of the rising cost of living, low and insecure pay, low hours and zero hours contracts.

15. Some of those families find themselves trapped in high-rent accommodation and often have to use money from their food budget to pay household bills such as rent and heating. Council Tax and cuts in Council Tax Support can also have a detrimental impact on the budget of poorer families.
16. It was noted that while minimum income schemes were never high they provided a good safety net, but that was no longer the case as in-work poverty is on the increase, which appears to be a strange phenomenon because the minimum wage has been increasing faster than average wages. Anybody in employment would expect to be better off than being on social security, but the loss of in-work benefits is causing issues.
17. The committee recognised that most people cannot appreciate how people in poverty feel. There is a stigma to visiting a foodbank, and the vast majority of people in poverty do not use them, while many families do not like to claim free school meals.
18. To help move towards a permanent solution to food poverty there could be funding for welfare rights workers in foodbanks and community hubs to give advice and make sure that people coming to foodbanks are getting all their rights and entitlements.
19. Other suggestions were to build more social housing, fund free school meals for all primary schoolchildren and reduce the cost of the school day by discouraging expensive uniform requirements by schools. In addition Members felt that funding for the Welfare Benefits Unit and Citizens Advice York should be maintained to ensure full take-up of what benefits there are. The Council could also consider funding full Council Tax Support to non-pensioners who are on a low income or claiming certain benefits to pay their Council Tax bill.
20. In early October 2019 the Committee met City of York Council's Principal Neighbourhood Management Officer to gain an understanding of the context of the benefits system and what can be done to support groups who work with people on benefits.
21. Members were pleased to note that in York four community hubs had been established at Chapelfields, Foxwood, Tang Hall and Bell Farm, all

of which included food support as part of a wider programme of resident engagement and to promote financial inclusion.

22. All four hubs are able to offer bespoke services with universal access to help overcome difficulties within their own communities. Among the aims of each is to reduce social isolation within the local community by providing free or pay-as-you-feel food within a safe space, providing benefits advice to those who need it and reducing barriers to being able to access appropriate advice.
23. Member learned that in some instances the outcomes of this benefits advice had been significant and in one case an individual had received a one-off back payment of around £9,000 and a £3,000 per year increase in the uptake of benefits.
24. The hubs are effective because they are all community led, they have developed to meet community needs and are as sustainable as they can be. Peer support is particularly important at the hubs as a key is getting across the relevant information on benefits that could be available, and much of this is initially achieved by word of mouth. It was noted that a food offer created a more relaxed atmosphere in which people were more likely to open up and talk about more complex issues.
25. Further support is available at voluntary sector organisations such as Red Tower, which offers pay-as-you-feel hot lunches and a food shop – with no referral needed – as well as advice on issues raised. This is run by local volunteers and is attended by an average of around 65 people per session, including families.
26. A key element of Red Tower is that it connects with a very local community which is able to react to that community's needs for which peer support is important.
27. The Task Group also discussed possible venues for further community hubs, which could include libraries, children or community centres, faith based properties and other community cafes.
28. Members also suggested post school food provision could be looked at. A lot of schools have breakfast clubs but there could also be a need to provide something similar at the other end of the day.
29. In late December 2019 the sub-committee met the Advice Manager, Citizens Advice York (CAY), which, among many other services, issues food bank vouchers to enable people to access an emergency parcel of

three days' of non-perishable food from one of four Trussell Trust food banks in the city.

30. Members were told that there has been a definite increase in requests for food bank vouchers as people realise food aid is available to them. While using a food bank is quite embarrassing at first it is becoming the norm with the main priority being to get some food. People applying for food bank vouchers tend to be low income families, mainly with children.
31. From the people seen by CAY, universal credit is not the main problem, the biggest problem is low income. CAY also has a hardship fund which can be translated into Tesco or Asda vouchers as some people have other needs in addition to food.
32. At CAY everyone is triaged before any vouchers are issued. Some are regular returners, some are referred by the Council and other agencies and CAY staff make sure these people are aware that these vouchers are not an entitlement but are issued due to family circumstances. However, the Advice Manager said that he could not remember anyone being refused a food bank voucher in the past two-and-a-half years.

### **York Foodbank**

33. The Trussell Trust operates York four foodbanks in York that provide emergency supplies to people in need. They also signpost people to local agencies and charities who try to help them break out of poverty.
34. Foodbank sessions:
  - Monday – 11:00-13:00 – Gateway Centre, Front Street, Acomb.
  - Wednesday – 13:00-15:00 – Living Word Church, 189 Huntington Road.
  - Friday – 10:30-12:30 – Cornerstone Methodist Church, 119 Millfield Lane, Tang Hall.
  - Saturday – 10:00-12:00 – The Citadel (Salvation Army building), Gillygate.
35. In addition to providing food, York Foodbank offers support through a Peasholme Charity community advice worker dedicated to foodbank sessions, although this service is being reviewed. Foodbank clients are offered advice and support with issues such as contacting utilities providers, housing providers, and assisting with Personal Independence Payments (PIP) applications. Clients are also signposted to Citizens

Advice York for further advice and support while York Foodbank has contact with the Local Area Coordinators and one usually works at the Friday distribution session.

36. At Trussell Trust foodbanks people are given three days' supply of emergency food via a voucher system. Care professionals such as health visitors, social workers and CAY, can issue vouchers which can be redeemed at one of the four York foodbanks.
37. If someone attends a Trussell Trust foodbank more than three times in a six month period, they are put in touch with local agencies and charities to make a plan to help that person get back on their feet. Recent evidence from a wide range of Trussell Trust foodbanks showed that 49% of foodbank clients only needed one foodbank voucher in a year to help them break out of crisis. Only 15% of people needed more than three food vouchers in a year.
38. In 2018-19 York Foodbank processed 1,729 vouchers to help 4,026 people, including 1,502 children, although Trussell Trust does not claim these are unique users, only the numbers given three days' food, which is the measure of volume. Figures for the current year are not available, but projections indicate they will be similar to the previous two years.

Year	Vouchers	Adults	Children	Total
2018/19	1,729	2,524	1,502	<b>4,026</b>
2017/18	1,738	2,618	1,647	<b>4,265</b>
2016/17	1,406	2,036	1,343	<b>3,379</b>
2015/16	1,395	2,022	1,259	<b>3,281</b>

39. Annex 1 gives a detailed breakdown of York Foodbank total voucher figures for the past four financial years, the wards from which clients came, the total number of clients in families by adults and children, and includes the crisis type.

### **Red Tower**

40. In January 2020 Cllr Fenton and the Scrutiny Officer visited Red Tower, a Community Interest Company which incorporates a food offer into creative and social activities as well as having specialist advisers on hand on a regular basis.

41. It is run by local people and encourages community participation through three main strands, a café, food shop and craft activities, and while the food offer is the main reason many people started going to Red Tower companionship and crafts have become increasingly important attractions.
42. Red Tower collects surplus food from retailers such as Tesco, Waitrose and Morrisons which it uses to provide a pay-as-you-fee<sup>1</sup> food shop and café every Monday between 11.30am and 2pm. The average attendance is around 60 people every Monday although this rises to around 80 during half term and holidays when families visit with their children. On the day of our visit 59 people attended.

**“It’s brilliant. It has really saved my life”  
– one older lady and Red Tower  
regular.**

43. The number of visitors to Red Tower continues to increase. When the project first started a lot of wall walkers stopped to visit the café, now the vast majority of users are local people rather than visitors and they are staying longer because of the social attractions.

**“My week is divided into two events” –  
69-year-old retired man who lives  
alone. “Monday is Red Tower,  
Thursday Planet Food at Bishopthorpe  
Road. My financial situation is not good  
and so I need to supplement my diet. I  
have got a bag of food, which is  
helpful. I have a loaf of bread so that is  
my daily bread until Thursday.”**

44. At Red Tower on the day of our visit an adviser from Citizens Advice York was there and CAY attends at least once a month, as do Healthwatch, My Sight, Ward Councillors, York Learning, York Older Citizens Advocacy, while the Council’s local area coordinator tries to come every week and the Police and BID Rangers are regular visitors. Such access is important to CAY as many of the people offered advice

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<sup>1</sup> Pay-as-you-fee means that there is no set price on the food provided. People can make a donation of whatever they can afford.

would not visit West Offices.

**“I love coming to The Red Tower on a Monday. I use the pay-as-you-feel shop upstairs and I enjoy doing the crafts. Everyone is really friendly and very welcoming” – Red Tower regular**

45. The project is able to offer free health checks and advice, budgeting advice and benefit and debt advice.
46. Despite many visitors having financial difficulties, the sense of community generated at Red Tower is evident.

**“I have come here to pick up some food for someone else who needs it,” – a pensioner on pension credit. “I believe in helping your neighbours out. They are working poor and can’t really get to places like this. The good thing about this place is that you don’t need a referral like the food bank.”**

47. And news of the success of the Red Tower model is spreading with people visiting from other parts of the city on a regular basis.

### **Visits to a Foodbank and Community Hub**

48. The Ad Hoc Sub Committee has agreed that two members will visit one of the four Trussell Trust foodbanks in the city and two others will visit one of the community hubs to gather information from people who use these services. These visits will be reported once this work has been completed.

### **Corporate Review**

49. Since this review began, other scrutiny committees indicated an interest in undertaking a piece of work around poverty in relation to their own remits.
50. CSMC agreed at its November meeting that rather than individual scrutiny committees independently picking up different aspects of

poverty, it makes sense to look at poverty as a whole, with each scrutiny committee focusing on a separate element of poverty to feed into a final corporate report to be drafted by CSMC in late summer.

51. All the scrutiny committees have now agreed to become involved in this Corporate Review and their work is continuing. This review on food poverty will now feed into the Corporate Review.

### **Consultation**

52. In gathering information for this review the sub-committee has consulted:

- An Emeritus Professor of Social Policy at the University of York;
- A research fellow working on food insecurity at York University who is also a former Chair of York Food Justice Alliance;
- An Analysis Manager at the Joseph Rowntree Foundation;
- City of York Council's Principal Neighbourhood Management Officer;
- The Advice Manager at York Citizens Advice;
- The Project Coordinator of York Foodbank;
- In addition Members have visited Red Tower and are to visit one of the Trussell Trust foodbanks and one of the community hubs to gather information from people using these services,

### **Initial Analysis**

53. Food poverty has been defined for the purpose of this review as poverty with the inability to afford, or have access to, food to make up a healthy diet.
54. There is no official measurement of food poverty in the UK. The UK government has adopted a relative measure of household poverty, defining households within income of 60% below the median as being poor.
55. Tackling food poverty can be divided into preventative measures, which seek to increase household income amongst low income families, through tools such as encouraging claiming of statutory benefits, and remedial interventions, such as providing food aid.



56. Food aid provision in York can be divided into two separate models. The first model can be characterised as targeted assistance. An example is the Trussell Trust, which runs four foodbank distribution centres in the city on a referral-only basis. Individuals are referred to the foodbank from a variety of agencies which have identified that the individual is unable to buy food for their family. The referring agencies will also provide advice to the individual to support the underlying cause of their poverty, for example helping them to establish a benefits claim or providing them with Financial Conduct Authority regulated debt advice, if they report household debts.
57. The second model of food provision has grown rapidly in recent years and is delivered by community groups across the city. Models vary, but are often characterised by being universal access, offering social and emotional support in addition to food aid, often making use of food diverted from waste. The universal model means this provision is not targeted purely at people in crisis or meeting the definition of households in poverty. This means that the social value created by these projects accrues in several areas, for example alleviating food poverty, reducing social isolation and reducing food waste.
58. Figures provided by York Foodbank showing the primary reasons for referral to a Foodbank during the period April 1 2018 to March 31 2019 found the top four referral reasons, from a total of 1,729 vouchers issued, were:
- Low income – 553 vouchers
  - Benefit changes – 306 vouchers
  - Benefit delays – 254 vouchers
  - Debt – 179 vouchers
59. Data shows an increase in demand for Foodbank services in recent years, which have been attributed to changes to the benefits system and in particular the transition to Universal Credit.
60. Given this link between changes in the benefits system and an increase in demand for food aid, it is likely that further increases will be seen in forthcoming years. The Department for Work and Pensions intends to transition remaining legacy benefits claimants to Universal Credit between November 2020 and December 2023. In York an estimated 5,600 individuals claiming housing benefit, approximately 3,500 with children, are due to transition. This period of 'managed migration' has potential to cause significant new demand for food aid within the city.

61. The Council plays a significant role in the city in services which alleviate poverty and prevent recourse to food aid. These are directly delivered services and funding of external delivery. For City of York Council, provision which could alleviate poverty and prevent use of food aid include:
- Promotion of the take up of statutory benefits (for example Council Tax Benefit)
  - Provision and promotion of discretionary benefits and grant for households in crisis (for example Discretionary Housing Payments and the York Financial Assistance Scheme)
  - Promotion of the take up of Free School Meals
  - Promotion of the take up of early years places for 2 and 3 year olds (many of which offer meals as part of the entitlement)
  - Promotion and provision of training and education to increase skills, increase employment and support individuals to secure higher paid work
  - Support to advice providers to support individuals to maximise household income and access crisis support
62. Since the start of the Council's community hubs project in 2017, the number of people now attending the hubs is in excess of 200 a week. More than 9,000 meals have been served and shared and 5,460kg of food from supermarkets has been redistributed.
63. By aligning Citizens Advice York activity with the community hub offer CAY has been able to support more than 200 clients with more than 380 issues resulting in excess of £210,000 income gain.
64. Community volunteers involved in running the community hubs have expressed a commitment to the continuation of existing community hubs and there is a clear desire to further develop their offer and reach. Volunteers recognise the difference that the approach is making to the lives of local residents.
65. The residents attending the community hubs have welcomed locally based services and activities and noted the difference this has made to their lives. Aside from the food offer and the positive outcomes with personal finance such as benefits and budgeting advice, many hub users

credit them with increasing social interaction and giving them something to look forward to each week.

66. A common theme of all the community hubs has been a basic food offer on a free of pay-as-you-feel basis and 'food shops' utilising food donated by retailers. The benefits of this have been three fold: forming part of a welcoming offer; helping household finances go further and creating a social setting where people feel relaxed and supported by peers and the wider communities.

### **Options**

67. Having considered the information provided in this report Members can:
  - i. Note the content of this report and await the draft final report once the review has been concluded;
  - ii. Identify any other areas, in addition to the planned work detailed in paragraph 49, which need to be investigated by the sub-committee to conclude this review;

### **Council Plan**

68. This report is linked to several priorities in the Council Plan 2019-2023 including Well-paid jobs in an inclusive economy; A Better Start for Children and Young People; Good Health and Wellbeing; Safe Communities and Culture for All and An Open and Effective Council.

### **Risks and Implications**

69. There are no risks or implications associated with the recommendations in this report. Risks and implications arising from the recommendations in the review final report will be addressed accordingly.

### **Conclusions**

70. This review is ongoing and conclusions will be drawn once all the information has been gathered.

### **Recommendation**

71. Having considered the information in this report Members are asked to:
  - i. Note the contents of the report and await the draft final report once the review has been concluded;

- ii. Identify other areas, if any, which the sub-committee might wish to investigate in order to conclude the review.

Reason: To inform Members of the progress of the Scrutiny Review into Food Poverty.

### Contact Details

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Report Approved  Date 28/01/2020

Wards Affected:

All

For further information please contact the author of the report

### Annexes

Annex 1 – York Foodbank data.

### Abbreviations

BID – Business Improvement Area

CAY – Citizens Advice York

CEC – Children, Education and Communities Policy and Scrutiny Committee

CSMC – Customer and Corporate Services Scrutiny Management Committee

## Vouchers Report

April 1, 2015 to March 31, 2016

## Vouchers by Ward

Ward	No. Vouchers	Adults	Children	Total
Acomb	60	109 (57.07%)	82 (42.93%)	191
Appleton Roebuck & Church Fenton	2	5 (50%)	5 (50%)	10
Bedale	1	2 (66.67%)	1 (33.33%)	3
Bishopthorpe	1	1 (100%)	0	1
Bridlington South	2	2 (50%)	2 (50%)	4
Clifton	129	184 (50.27%)	182 (49.73%)	366
Copmanthorpe	1	1 (50%)	1 (50%)	2
Dringhouses & Woodthorpe	38	63 (59.43%)	43 (40.57%)	106
Easingwold	1	1 (33.33%)	2 (66.67%)	3
Fishergate	69	97 (77.6%)	28 (22.4%)	125
Fulford & Heslington	3	4 (44.44%)	5 (55.56%)	9
Guildhall	174	243 (69.43%)	107 (30.57%)	350
Haxby & Wigginton	3	6 (66.67%)	3 (33.33%)	9
Heworth	178	275 (53.92%)	235 (46.08%)	510
Holgate	103	133 (57.08%)	100 (42.92%)	233
Huby	3	3 (100%)	0	3
Hull Road	80	143 (55.86%)	113 (44.14%)	256
Huntington & New Earswick	46	56 (57.14%)	42 (42.86%)	98
Micklegate	132	152 (78.76%)	41 (21.24%)	193
Monk Fryston	1	1 (100%)	0	1
NFA	27	43 (95.56%)	2 (4.44%)	45
Osbalwick & Derwent	10	15 (88.24%)	2 (11.76%)	17
Raskelf & White Horse	1	2 (100%)	0	2

Ward	No. Vouchers	Adults	Children	Total
Rawcliffe & Clifton Without	30	37 (71.15%)	15 (28.85%)	52
Rural West York	9	13 (59.09%)	9 (40.91%)	22
Selby East	3	3 (37.5%)	5 (62.5%)	8
Selby West	1	3 (60%)	2 (40%)	5
Sherburn in Elmet	1	2 (100%)	0	2
Strensall	8	16 (66.67%)	8 (33.33%)	24
Streonshalh	1	1 (100%)	0	1
Tadcaster	5	13 (72.22%)	5 (27.78%)	18
Unknown	12	16 (88.89%)	2 (11.11%)	18
Westfield	256	369 (62.97%)	217 (37.03%)	586
Wheldrake	4	8 (100%)	0	8
<b>Totals</b>	<b>1395</b>	<b>2022</b>	<b>1259</b>	<b>3281</b>

## Crisis Types

Crisis	No. Vouchers	Adults	Children	Total
Benefit Changes	233	347 (58.12%)	250 (41.88%)	597
Benefit Delays	322	453 (64.62%)	248 (35.38%)	701
Child Holiday Meals	33	50 (34.97%)	93 (65.03%)	143
Debt	108	149 (59.84%)	100 (40.16%)	249
Delayed Wages	24	38 (71.7%)	15 (28.3%)	53
Domestic Violence	46	56 (60.22%)	37 (39.78%)	93
Homeless	43	62 (93.94%)	4 (6.06%)	66
Low Income	345	527 (64.27%)	293 (35.73%)	820
Other	154	223 (58.07%)	161 (41.93%)	384
Refused STBA	1	1 (20%)	4 (80%)	5
Sickness	37	51 (73.91%)	18 (26.09%)	69
Unemployed	49	65 (64.36%)	36 (35.64%)	101
<b>Totals</b>	<b>1395</b>	<b>2022</b>	<b>1259</b>	<b>3281</b>

## Family Types

Size of Family	No. Vouchers
Couple	212 (15.2%)
Family	267 (19.14%)
Other	66 (4.73%)
Single	586 (42.01%)
Single Parent	264 (18.92%)
<b>Totals</b>	<b>1395</b>

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## Vouchers Report

April 1, 2016 to March 31, 2017

## Vouchers by Ward

Ward	No. Vouchers	Adults	Children	Total
Acomb	59	97 (45.54%)	116 (54.46%)	213
Clifton	143	216 (54.55%)	180 (45.45%)	396
Copmanthorpe	7	14 (93.33%)	1 (6.67%)	15
Dringhouses & Woodthorpe	27	38 (64.41%)	21 (35.59%)	59
Escrick	1	1 (100%)	0	1
Filey	1	2 (66.67%)	1 (33.33%)	3
Fishergate	63	76 (87.36%)	11 (12.64%)	87
Fulford & Heslington	5	6 (42.86%)	8 (57.14%)	14
Guildhall	187	230 (66.47%)	116 (33.53%)	346
Haxby & Wigginton	11	12 (100%)	0	12
Heworth	178	285 (58.04%)	206 (41.96%)	491
Heworth Without	1	1 (100%)	0	1
Holgate	132	178 (66.92%)	88 (33.08%)	266
Huby	1	3 (100%)	0	3
Hull Road	81	147 (51.04%)	141 (48.96%)	288
Huntington & New Earswick	43	66 (62.86%)	39 (37.14%)	105
Marston Moor	4	8 (80%)	2 (20%)	10
Micklegate	122	145 (70.39%)	61 (29.61%)	206
NFA	38	44 (83.02%)	9 (16.98%)	53
Osbalwick & Derwent	14	21 (43.75%)	27 (56.25%)	48
Rawcliffe & Clifton Without	24	32 (50%)	32 (50%)	64
Rural West York	5	7 (63.64%)	4 (36.36%)	11
Selby East	1	1 (100%)	0	1

Ward	No. Vouchers	Adults	Children	Total
Strensall	6	12 (57.14%)	9 (42.86%)	21
Tadcaster	2	4 (66.67%)	2 (33.33%)	6
Unknown	28	44 (53.66%)	38 (46.34%)	82
Westfield	214	335 (59.4%)	229 (40.6%)	564
Wheldrake	6	9 (81.82%)	2 (18.18%)	11
Wolds Weighton	2	2 (100%)	0	2
<b>Totals</b>	<b>1406</b>	<b>2036</b>	<b>1343</b>	<b>3379</b>

## Crisis Types

Crisis	No. Vouchers	Adults	Children	Total
Benefit Changes	255	370 (56.15%)	289 (43.85%)	659
Benefit Delays	306	437 (67.33%)	212 (32.67%)	649
Child Holiday Meals	48	81 (37.33%)	136 (62.67%)	217
Debt	146	215 (63.61%)	123 (36.39%)	338
Delayed Wages	30	45 (52.33%)	41 (47.67%)	86
Domestic Violence	32	39 (47.56%)	43 (52.44%)	82
Homeless	36	44 (77.19%)	13 (22.81%)	57
Low Income	371	536 (62.62%)	320 (37.38%)	856
No recourse to public funds	27	48 (52.17%)	44 (47.83%)	92
Other	92	126 (57.01%)	95 (42.99%)	221
Refused STBA	6	13 (100%)	0	13
Sickness	57	82 (75.23%)	27 (24.77%)	109
<b>Totals</b>	<b>1406</b>	<b>2036</b>	<b>1343</b>	<b>3379</b>

## Family Types

Size of Family	No. Vouchers
Couple	162 (11.52%)
Family	292 (20.77%)
Other	74 (5.26%)
Single	599 (42.6%)
Single Parent	279 (19.84%)
<b>Totals</b>	<b>1406</b>

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## Vouchers by Ward

Ward	No. Vouchers	Adults	Children	Total
Acomb	61	112 (61.88%)	69 (38.12%)	181
Bagby & Thorntons	1	1 (100%)	0	1
Bishopthorpe	4	5 (100%)	0	5
Cawood & Wistow	1	1 (100%)	0	1
Clifton	142	246 (59.85%)	165 (40.15%)	411
Copmanthorpe	5	9 (52.94%)	8 (47.06%)	17
Dringhouses & Woodthorpe	68	104 (72.22%)	40 (27.78%)	144
Easingwold	1	2 (66.67%)	1 (33.33%)	3
Fishergate	77	89 (66.42%)	45 (33.58%)	134
Fulford & Heslington	5	6 (66.67%)	3 (33.33%)	9
Guildhall	253	349 (68.16%)	163 (31.84%)	512
Haxby & Wigginton	21	25 (44.64%)	31 (55.36%)	56
Helmsley	1	2 (50%)	2 (50%)	4
Heworth	173	257 (55.27%)	208 (44.73%)	465
Heworth Without	7	10 (100%)	0	10
Holgate	159	232 (76.82%)	70 (23.18%)	302
Huby	2	2 (100%)	0	2
Hull Road	105	183 (57.19%)	137 (42.81%)	320
Huntington & New Earswick	70	92 (58.97%)	64 (41.03%)	156
Malton	1	2 (66.67%)	1 (33.33%)	3
Marston Moor	2	2 (100%)	0	2
Micklegate	108	138 (72.63%)	52 (27.37%)	190
NFA	52	59 (77.63%)	17 (22.37%)	76

Ward	No. Vouchers	Adults	Children	Total
Osballdwick & Derwent	25	39 (42.86%)	52 (57.14%)	91
Ouseburn	2	3 (75%)	1 (25%)	4
Raskelf & White Horse	1	2 (100%)	0	2
Rawcliffe & Clifton Without	13	22 (73.33%)	8 (26.67%)	30
Rural West York	10	22 (55%)	18 (45%)	40
Strensall	6	12 (36.36%)	21 (63.64%)	33
Tadcaster	1	1 (100%)	0	1
Unknown	50	74 (51.03%)	71 (48.97%)	145
Westfield	307	511 (56.09%)	400 (43.91%)	911
Wheldrake	4	4 (100%)	0	4
<b>Totals</b>	<b>1738</b>	<b>2618</b>	<b>1647</b>	<b>4265</b>

**Crisis Types**

<b>Crisis</b>	<b>No. Vouchers</b>	<b>Adults</b>	<b>Children</b>	<b>Total</b>
Benefit Changes	381	593 (62.95%)	349 (37.05%)	942
Benefit Delays	312	460 (65.16%)	246 (34.84%)	706
Child Holiday Meals	67	107 (34.63%)	202 (65.37%)	309
Debt	168	247 (63.99%)	139 (36.01%)	386
Delayed Wages	33	52 (61.9%)	32 (38.1%)	84
Domestic Violence	32	35 (34.65%)	66 (65.35%)	101
Homeless	45	53 (80.3%)	13 (19.7%)	66
Low Income	424	654 (66.06%)	336 (33.94%)	990
No recourse to public funds	83	127 (60.48%)	83 (39.52%)	210
Other	94	135 (54.66%)	112 (45.34%)	247
Refused STBA	9	13 (81.25%)	3 (18.75%)	16
Sickness	90	142 (68.27%)	66 (31.73%)	208
<b>Totals</b>	<b>1738</b>	<b>2618</b>	<b>1647</b>	<b>4265</b>

**Family Types**

<b>Size of Family</b>	<b>No. Vouchers</b>
Couple	212 (12.2%)
Family	352 (20.25%)
Other	131 (7.54%)
Single	705 (40.56%)
Single Parent	338 (19.45%)
<b>Totals</b>	<b>1738</b>

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## Vouchers by Ward

Ward	No. Vouchers	Adults	Children	Total
Acomb	49	74 (58.27%)	53 (41.73%)	127
Bedale	1	1 (100%)	0	1
Bishopthorpe	2	4 (100%)	0	4
Bridlington Central and Old Town	2	2 (100%)	0	2
Clifton	147	219 (59.51%)	149 (40.49%)	368
Copmanthorpe	2	5 (100%)	0	5
Dringhouses & Woodthorpe	43	54 (83.08%)	11 (16.92%)	65
Easingwold	2	4 (100%)	0	4
Fishergate	74	86 (78.9%)	23 (21.1%)	109
Fulford & Heslington	3	3 (100%)	0	3
Guildhall	269	383 (71.32%)	154 (28.68%)	537
Haxby & Wigginton	9	21 (67.74%)	10 (32.26%)	31
Heworth	188	295 (57.39%)	219 (42.61%)	514
Heworth Without	20	29 (82.86%)	6 (17.14%)	35
Holgate	131	211 (68.51%)	97 (31.49%)	308
Hull Road	91	167 (53.53%)	145 (46.47%)	312
Huntington & New Earswick	67	103 (59.88%)	69 (40.12%)	172
Micklegate	143	170 (71.13%)	69 (28.87%)	239
NFA	61	76 (89.41%)	9 (10.59%)	85
Osbalwick & Derwent	34	45 (50.56%)	44 (49.44%)	89
Ouseburn	1	1 (50%)	1 (50%)	2
Pocklington Provincial	1	1 (50%)	1 (50%)	2
Primrose	1	1 (25%)	3 (75%)	4

Ward	No. Vouchers	Adults	Children	Total
Rawcliffe & Clifton Without	15	19 (63.33%)	11 (36.67%)	30
Rural West York	12	23 (57.5%)	17 (42.5%)	40
Ryedale South West	1	1 (100%)	0	1
Strensall	21	28 (62.22%)	17 (37.78%)	45
Unknown	33	46 (53.49%)	40 (46.51%)	86
Westfield	301	445 (56.05%)	349 (43.95%)	794
Wheldrake	5	7 (58.33%)	5 (41.67%)	12
<b>Totals</b>	<b>1729</b>	<b>2524</b>	<b>1502</b>	<b>4026</b>

## Crisis Types

Crisis	No. Vouchers	Adults	Children	Total
Benefit Changes	306	426 (62.65%)	254 (37.35%)	680
Benefit Delays	254	381 (70.04%)	163 (29.96%)	544
Child Holiday Meals	63	102 (32.9%)	208 (67.1%)	310
Debt	179	242 (62.69%)	144 (37.31%)	386
Delayed Wages	15	21 (50%)	21 (50%)	42
Domestic Violence	42	46 (43.4%)	60 (56.6%)	106
Homeless	60	76 (76%)	24 (24%)	100
Low Income	553	857 (68.02%)	403 (31.98%)	1260
No recourse to public funds	87	139 (57.44%)	103 (42.56%)	242
Other	63	95 (61.69%)	59 (38.31%)	154
Refused STBA	4	7 (63.64%)	4 (36.36%)	11
Sickness	103	132 (69.11%)	59 (30.89%)	191
<b>Totals</b>	<b>1729</b>	<b>2524</b>	<b>1502</b>	<b>4026</b>

## Family Types

Size of Family	No. Vouchers
Couple	180 (10.41%)
Family	303 (17.52%)
Other	129 (7.46%)
Single	808 (46.73%)
Single Parent	309 (17.87%)
<b>Totals</b>	<b>1729</b>

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## Customer and Corporate Services Scrutiny Management Committee

### Work Plan 2019-20

<p>Monday 10 June @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Attendance of the Executive Member for Policy and Executive Member for Strategy and Partnerships and Executive Member Finance and Performance.</li> <li>2. Attendance of the Corporate Director of Health, Housing and Adult Social Care and Corporate Director of Children, Education and Communities to explain budget forecasts.</li> <li>3. Arrangements for Scrutiny in York</li> <li>4. Scoping Report on Food Poverty in York.</li> <li>5. Draft Annual Scrutiny Report</li> <li>6. Schedule of Petitions</li> <li>7. Draft Work Plan</li> </ol>
<p>Monday 8 July @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Year End Finance and Performance Monitoring Report</li> <li>2. Update Report on Attendance and Wellbeing Project (Sickness Absence) including information on staff survey</li> <li>3. Update Report on Section 106 Agreements</li> <li>4. Food Poverty Scoping Report</li> <li>5. Work Plan and work planning for the municipal year.</li> </ol>
<p>Monday 9 September @5.30pm</p>	<ol style="list-style-type: none"> <li>1. ICT Strategy Update Report – E-Democracy</li> <li>2. Update Report on implementation of recommendations from previously completed scrutiny reviews:             <ul style="list-style-type: none"> <li>• Scrutiny Operation and Functions Scrutiny Review</li> <li>• Financial Inclusion Scrutiny Review</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Single Use Plastics Scrutiny Review</li> </ul> <ol style="list-style-type: none"> <li>3. Report of the Chair of the Economy and Place Policy and Scrutiny Committee.</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>
Monday 14 October 2019 @5.30pm	<ol style="list-style-type: none"> <li>1. Corporate approach to major projects</li> <li>2. Report of the Chair of the Housing and Community Safety Policy and Committee.</li> <li>3. Schedule of Petitions</li> <li>4. Work Plan and work planning session</li> </ol>
Monday 11 November 2019 @5.30pm	<ol style="list-style-type: none"> <li>1. Update report on Wellbeing Project</li> <li>2. Annual complaints report from March 2018 to April 2019.</li> <li>3. Report of the Chair of the Children, Education and Communities Policy and Scrutiny Committee.</li> <li>4. Annual Scrutiny Review Support Budget</li> <li>5. Scoping Report for Corporate Review into Poverty in York</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
Monday 9 December 2019 5.30pm	<ol style="list-style-type: none"> <li>1. Scoping Report on approach to Managing Major Projects.</li> <li>2. Information report on Information Management</li> <li>3. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>

<p>Monday 13 January 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Report on implementation of day-one absence scheme</li> <li>2. Report of the Chair of the Climate Change Policy and Scrutiny Committee</li> <li>3. Schedule of Petitions</li> <li>4. Work Plan</li> </ol>
<p>Monday 10 February 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Supporting and Engaging Local Councillors</li> <li>2. York Central Briefing</li> <li>3. 2019/20 Finance and Performance Monitor 2 (slipped from December)</li> <li>4. Report of the Chair of the Economy and Place Policy and Scrutiny Committee.</li> <li>5. Food Poverty Scrutiny Review Interim Report</li> <li>6. Work Plan</li> </ol>
<p>Monday 9 March 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. E-Democracy Update Report.</li> <li>2. Update Report on Public Engagement and Involvement.</li> <li>3. Overview report on Corporate Branding</li> <li>4. Update report on implementation of outstanding recommendations from Financial Inclusion Scrutiny review.</li> <li>5. Report of the Chair of the Housing and Community Safety Policy and Committee.</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
<p>Monday 6 April 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Three-monthly update report on implementation of day-one absence scheme.</li> <li>2. Six-monthly update report on Organisational Development Programme (deferred from January)</li> <li>3. Overview report on Procurement</li> <li>4. Report of the Chair of the Children, Education and Communities policy and Scrutiny</li> </ol>

	<p>Committee.</p> <ol style="list-style-type: none"> <li>5. Annual review of the work and functionality of Scrutiny</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
<p>Monday 11 May 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Overview Report on Motions to Council</li> <li>2. Overview report on Budget Setting</li> <li>3. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee</li> <li>4. Overview Report on Corporate Review into Poverty</li> <li>5. Schedule of Petitions</li> <li>6. Work Plan</li> </ol>

Pre-decision report on Financial Inclusion policy

Complaints structure.

**Council Plan Priorities relating to CSMC**



<b>Well-paid jobs and an inclusive economy</b>
<ul style="list-style-type: none"> <li>• Review approach to Financial Inclusion</li> </ul>
<ul style="list-style-type: none"> <li>• Develop sustainable and ethical procurement policies</li> </ul>
<ul style="list-style-type: none"> <li>• Work across the region to secure devolution</li> </ul>
<ul style="list-style-type: none"> <li>• Identify options for a Tourist Levy</li> </ul>
<b>Creating Homes and World-class Infrastructure</b>
<ul style="list-style-type: none"> <li>• Deliver the Local Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Progress Digital York and enhance connectivity in the city</li> </ul>
<ul style="list-style-type: none"> <li>• Work with York Central Partnership to get the best for York</li> </ul>
<b>Open and Effective Council</b>
<ul style="list-style-type: none"> <li>• Ensure strong financial planning and management</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake an Organisational Development programme</li> </ul>
<ul style="list-style-type: none"> <li>• Continued emphasis on absence management and wellbeing</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver the Council’s digital programme</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain our commitment to the apprenticeship programme and the real Living Wage</li> </ul>
<ul style="list-style-type: none"> <li>• Prioritise the delivery of schemes at a ward level</li> </ul>
<ul style="list-style-type: none"> <li>• Use our procurement approaches to address the climate emergency and secure social value</li> </ul>
<ul style="list-style-type: none"> <li>• Review the Council’s current governance structures</li> </ul>

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