

## Update of Major Projects

Over the page is a summary of the Council's Major projects:

### Please note before reviewing the “Large” project information:

- The Summary of “Large” projects will evolve over time as projects progress, are completed and new projects are initiated and is provided to inform the committee in performing its role of risk and assurance of the project management approach.
- Any project that achieves a score of 106 or more out of 160 qualifies as a “Large” or Major project and is included in this list.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- The status (RAG – Red, Amber or Green) is provided as an overview. (RAG description, below, as agreed at the July 2016 A&G committee)

Green	All the elements of delivery are within acceptable parameters.
Amber	There are risks/issues with one or more elements of delivery. There is a plan in place to bring the project back within acceptable parameters and it is in the control of the project team.
Red	There are issues with one or more elements of delivery and there is no plan in place to mitigate or there is a plan emerging, but it is out of the control of the project team

- See the matrix below when reviewing the risk scores.

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

<b>Large projects summary</b>	<b>Previous period (RAG)</b>	<b>This period (RAG)</b>	<b>Direction of travel</b>
Older person's accommodation (ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Amber	Red	Worse
Community Stadium	Green	Green	Same
Digital services (CRM)	Red	Amber	Better
Adult Social care – Future focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing development (HCA partnership)	Amber	Amber	Same
Specialist Disabled Children Short Break Facility	Green	Green	Same
Provision of School Places 2017-2023	Green	Green	Same
Allerton Waste Recovery Park (AWRP)	Green	Green	Same
Library Procurement Project	Green	Green	Same

## Detailed updates

<b>Project title</b>	Older Persons' Accommodation Programme
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"><li>• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;</li><li>• progress with plans to build a 27 home extension to Glen Lodge;</li><li>• seek the building of a new Extra Care scheme at Oakhaven in Acomb;</li><li>• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and</li><li>• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.</li></ul> <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<i>This report now includes the Burnholme Project.</i>	
<b>Glen Lodge Extra Care scheme</b>	
<ul style="list-style-type: none"><li>• To date 20 residents have moved into the new accommodation at Glen Lodge. Four apartments and one bungalow will be used for Step-down Care over the winter. Of the remaining four apartments, two will be let and occupied soon and two await works to rectify flood damage.</li><li>• Using Glen Lodge as their focus, Housing LIN have been engaged to carry out a "lessons learnt" exercise which will examine the service delivery models used and integration between service activities, specifically housing and care services, both of which are delivered by</li></ul>	

CoYC; the customer experience of living at Glen Lodge; and make recommendations for how the delivery of the service can be enhanced and improved, in the context of CoYC's wider priorities and objectives, with learning identified for future developments and proposals for what features of the new building work well and should be replicated and what aspects need to be improved for future schemes.

- **Burnholme Health & Wellbeing Campus**

1. Construction of The Centre @ Burnholme [library and community facility] is progressing well with the structure now substantially weather tight and good progress being made on first fix. However, while the new car park to the east of The Centre is complete the new access road and western car park are delayed. Work is scheduled to be completed in May 2018 but the builder has reported potential delays. They are working to mitigate them and recover lost time.
2. Our partner Ashley House has received planning consent for the Care Home @ Burnholme, and has appointed their builder and plan to begin construction early in Q2 2018.
3. Executive agreed to sell land to Priory Medical Group to accommodate their 4,000 m<sup>2</sup> health hub. They propose a building which "sits" well between The Centre and The Sports facilities and which delivers both health facilities and, potentially, some upper floor housing accommodation. They plan a public engagement event in Q2 2018 to seek views and comments. They plan to re-locate GP services from three centers, bringing them together at Burnholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves. A briefing has been held with Ward Councillors and the Health, Housing & Adult Social Care Policy and Scrutiny Committee will receive a presentation from the Priory Medical Group at their meeting on 26th March 2018.
4. We have begun to engage GLL, the Council's leisure operator, in planning the future of the sports facilities at Burnholme.

- **Oakhaven Extra Care Facility**

1. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme.

2. Public engagement events in March 2018 have demonstrated support for their proposed building while also revealing some concern regarding size and position on the plot. The size of the building is determined by the need to have at least 50 apartments on site. Ashley House will now decide whether they wish to process to the submission of a planning application.

### **Marjorie Waite Court Extra Care scheme**

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29 new apartments, four new bungalows, a 172 m<sup>2</sup> community facility and enhancements to the services in the wider complex. It will include homes to rent and homes to buy.
2. The planning application for this work has been submitted. These plans were well received during tenant and neighbour engagement in December. Work has begun on tendering for the construction work.

### **Lowfield re-development**

1. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and public open space and community & self-build was submitted in October 2017 and is expected to be considered by the Planning Committee in the spring of 2018.
2. Executive agreed that the Council should be the developer of the Housing on the site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
3. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Exclusivity Agreement for sale. Yorspace have secured grant to progress their proposals and will be ready to seek consent to proceed once outline planning consent is secured.
4. Executive has noted the progress being made to deliver new football pitches at the Ashfield estate and agreed that we can engage in a Community Asset Transfer to secure their long term use. The planning application for these works has been submitted and we have met with the Football Federation and Sports England, who support the proposals. This will ensure that replacement provision is available to

allow the re-development of sports pitches at Lowfield. A public engagement event was held on 24th January 2018 and the proposals were well received. However, some objectors have raised concern about the impact of the development upon local flora and fauna.

### **Existing Older Persons' Homes**

1. Executive in January 2018 agreed that we should procure a partner to take over the provision of services at Haxby Hall. This procurement work has now commenced and we expect to issue the tender pack shortly.
2. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work was planned to begin in Q1 2018. However, a request for a Judicial Review of the planning decision has been received and following the submission of our initial response we are informed by the High Court that the Review will be allowed. We await notification of the date of the hearing. Objectors have also issued the threat of an injunction to prevent preparatory work to development taking place. Members have confirmed their commitment to continue with the preparatory work.
3. The proposal to deliver 33 apartments on the Grove House site has been approved by the Area Planning Committee and sale of this site will now proceed.
4. McCarthy & Stone are progressing well with the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.
5. Executive in February agreed to sell the Willow House Older Persons' Home site on Long Close Lane, Walmgate, for £2,75m to a developer who will use the site for residential dwellings.
6. Woolnough House older persons' home was closed in November 2017, with residents moving safely to new accommodation. We are exploring housing options for the re-use of this site. Meanwhile, we will progress to demolish the building.
7. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation. All residents have moved out and we are in the process of closing down the services on site. Executive also agreed that the site should be used for the Centre for

Excellence for Disabled Children and their families. Enabling works necessitates the moving of the boiler that heats Lincoln Court next door, and this work will be combined with other improvements to Lincoln Court, subject to Member approval of the investment. Work is progressing well on the drawing up of the investment plans for Lincoln Court.

8. In February 2018 we began consultation with residents, relatives and staff at Morrell House older person's home on the option to close.

### **New Independent Sector Care Home provision**

1. The Chocolate Works care home has opened, providing 90 care beds. The operator is slowly letting bedrooms so as to ensure a steady step up of service.
2. The plan to build a 76 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs was approved for consent by Planning Committee in October 2017. However, a challenge to that decision meant that the Committee refused the application when they meet in December 2017. The applicant is likely to appeal the decision to withhold consent.
3. An application to build a 66 bed care home on Green Lane in Clifton has been approved by the Planning Committee in January 2018.

### **New Independent Sector Extra Care provision**

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by Q2 2019 and work will continue until late 2020.
2. The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We agreed nomination rights to a proportion of these homes. Area Planning Committee approved this application when they met in January 2018.
3. A pre-planning application has been received to develop extra care apartments for sale on land off The Mount. The developer is seeking to progress this development as C2 (care home) rather than C3 (dwellings) and for this reason may encounter difficulties with their application.

## **Future outlook**

1. The procurement of a "Transfer and Transform" partner for Haxby Hall will be launched at the end of March 2018.
2. Consultation on the option to close Morrell House older persons' home will conclude and Executive, at their meeting in April, will be asked to decide whether the home should close or remain open.
3. The "lessons learnt" review of Glen Lodge will begin.
4. The planning application for the Lincoln Court extension will be submitted, subject to Executive approval of the capital expenditure.
5. The procurement of a builder to develop Marjorie Waite Court will be launched.
6. Work will begin on the construction of the Care Home @ Burnholme.
7. Ashley House will decide whether to submit a planning application for the 56 home Extra Care scheme on the Oakhaven site.
8. Work will continue on drawing up plans for the discussion of a further phase of the Older Persons' Accommodation Programme.

## **Key risks**

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

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

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

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

2. When we have tested the market for interest investment in the

residential care home at Burnholme (2016), should there be no willingness to invest CYC will either invest itself or pursue the option to invest on the Haxby Hall site and buy more care beds from the independent sector. We are currently testing this via the Care Home procurement.			
Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.	19	13
Project does not deliver the right number and type of care places required by the City.  Needs remain unmet.	Regular market review.  Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	19	14
There is insufficient funding to deliver all of the elements of the project.  The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme.  Alternative sources of funding be identified and secured in order to achieve full project.	19	13
<b>Reports to</b>	Executive, CMT, Project board, DMT		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Burnholme Health & Wellbeing Campus Capital Programme		
<b>Link to paper if it has been to another member meeting (e.g. executive,</b>	Executive July 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=9303&amp;Ver=">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=9303&amp;Ver=</a>  Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver=4</a>		

**council, a  
scrutiny  
committee)**

**Executive July 2016**

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4>

**Executive November 2016 (Willow house OPH)**

<http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf>

**Older Persons' Accommodation Programme Update – December 2016**

<http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf>

**Oakhaven Extra Care Facility: the sale of land to facilitate the development – March 2017**

<http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf>

**Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site – March 2017**

<http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf>

**Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme – February 2017**

<http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf>

**Executive August 2017**

**Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre**

<http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf>

**A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home**

<http://democracy.york.gov.uk/documents/s116713/Executive%2031st%20August%202017%20Woolnough%20House%20Older%20Persons%20Home.pdf>

**Executive September 2017**

**Demonstrating Delivery of the Older Persons' Accommodation Programme**

[http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%](http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf)

**Executive October 2017**

**Disposal of Willow House, Walmgate, York**

<http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf>

**Executive December 2017**

**A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home**

<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf>

**Executive January 2018**

**Securing a Sustainable Future for Haxby Hall Older Persons' Home**

<http://democracy.york.gov.uk/documents/s120959/Securing%20a%20Sustainable%20Future%20for%20Haxby%20Hall%20OPH.pdf>

**Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018**

**Update on Older Persons' Accommodation Programme**

<http://democracy.york.gov.uk/documents/s120609/Older%20Persons%20Accommodation%20Programme.pdf>

**Executive Meeting March 2018**

**Investment at Lincoln Court to Create an Independent Living with Support Facility**

<http://democracy.york.gov.uk/documents/s121904/Executive%2015th%20March%202018%20-%20Investment%20at%20Lincoln%20Court%20to%20create%20a%20Sheltered%20Housing%20Plus%20facility.pdf>

<b>Project title</b>	York Central
<b>Reporting period</b>	March 2018
<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>Current status</b>	
<p><b>AMBER</b></p> <p>Public and stakeholder consultation on the emerging masterplan is under way, with stage 3 commencing on 12th March 2018.</p> <p>The WYTF change request has been approved. Final drawdown of WYCA LGF will take place in March (subject to a change request for specific activity to be funded) and a further pipeline submission for up to £16.5m of LGF has been approved subject to EOI and funding availability. Drawdown of YNYER LEP LGF is being progressed to support project delivery. HIF bid determination is expected in March.</p> <p>Preparation of an Outline Planning Application is under way, including development and evolution of the masterplan principles and emerging block layouts and preparation of supporting technical documents. A full application for phase 1 infrastructure works is also being progressed. Pre-application discussions continue to progress with the Local Authority.</p>	
<b>Future outlook</b>	
<p>A report will be taken to Executive in March seeking approval for procurement of infrastructure construction partner, CYC land disposal to partners and project funding. Partnership negotiations are ongoing and an agreement is targeted for consideration at June Executive.</p>	

<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<p>Delayed submission or determination of planning applications.</p> <p>Delayed submission or determination of planning consents would delay commencement of development and reduce public funding availability.</p>	<p>Control mechanisms for this risk include:</p> <ul style="list-style-type: none"> <li>• Allocation of sufficient expert planning resource to the project</li> <li>• Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders</li> <li>• Effective community consultation and engagement</li> <li>• Procurement of expert planning legal advisors to ensure compliant approach</li> <li>• Effective engagement with the Local Planning Authority in respect of the Plan Making Function</li> </ul>	19	13
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives.</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p> <p>A cost effective approach to infrastructure design and delivery has been adopted by the partnership.</p>	23	22

<p>Inability to form an effective partnership and successfully engage investors/ developers will result in development taking place in a piecemeal manner, if at all.</p>	<p>Effective project governance and partnership arrangements.</p> <p>Continued resourcing of control measures and engagement in project governance.</p>	23	22
<p>Large-scale infrastructure interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.</p> <p>Should these issues prove insurmountable, and the planned infrastructure undeliverable, alternative infrastructure approach would need to be explored, delaying the project and potentially sub-optimising the scheme and reducing the scale of development.</p>	<p>Detailed design of core infrastructure is currently underway, this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.</p> <p>Close liaison between design/ technical teams and planning advisors is in place, and monitoring of activity at project team and board levels is undertaken. Dialogue with Millennium Green Trust is progressing and legal advisors appointed.</p> <p>Continued resourcing or control measures and monitoring of progress</p>	22	17
<p><b>Reports to</b></p>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group</p>		
<p><b>Exec member</b></p>	<p>Cllr David Carr and Cllr Keith Aspden</p>		

<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive December 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Document  <a href="http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf">http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</a></p> <p>Member update – May 2016</p> <p>Executive July 2016  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Document  <a href="http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf">http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf</a></p> <p>Executive November 2016  Consultation on access options  <a href="http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20v7.pdf">http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20v7.pdf</a></p> <p>Third party acquisitions  <a href="http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf">http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf</a></p> <p>Executive November 2017  Preferred Access Route and Preparation for Planning  <a href="http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf">http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</a></p> <p>Executive March 2018  York Central Access Construction  <a href="http://democracy.york.gov.uk/documents/s121988/York%20Central%20Exec%20Access%20route%20">http://democracy.york.gov.uk/documents/s121988/York%20Central%20Exec%20Access%20route%</a></p>

<b>Project title</b>	Castle Gateway
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
<b>Current status</b>	
<p><b>AMBER</b></p> <p>Final preparation and presentation of the preferred masterplan for the Castle Gateway is in progress to report to Executive in April. This includes an assessment of the different delivery models to implement the first phases of the masterplan following commercial advice and appraisals by BDP and Deloitte.</p> <p>The Castle Gateway Advisory Group, who have been involved throughout the process, are supportive of the preferred masterplan and have written in support of the land uses and development principles set out in the plan.</p> <p>My Castle Gateway continues to engage with the public through events and social media, including starting to share the proposed masterplan with the public in advance of the Executive meeting.</p> <p>Spark: York's expected launch date is May 2019, with the tenancy ending in June 2020 which will release the site for development.</p> <p>Monthly meetings of the council's working group, chaired by Neil Ferris, are ongoing to drive the project forward. This group can make decisions within the scope of previously agreed Executive approvals, and reports in to the Executive. The group includes council's legal, property, finance, and planning representation.</p>	

Work is progressing well at Stonebow House and and will complete in Spring 2018.

### Future outlook

In advance of April Executive the preferred masterplan will be shared with the public through the My Castle Gateway project, continuing the open and collaborative approach we have taken to date. This will be through social media, with the full area wide masterplan being made available to view on the council's website.

The commercial viability testing of the masterplan with Deloitte will allow a series of recommendations to be shaped which set out the next steps for implementing and delivering the masterplan.

In the meantime work will continue with the various stakeholders to refine the proposals and put in place any third party agreements that are needed to successfully achieve the vision for the area.

### Key risks

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

<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets.</p>	<p>Discussions with landowners and developers to facilitate development are ongoing. Discussions are ongoing with the other major landowner in the Castle Gateway (Steamrock) to understand if it would be an option to develop our assets in partnership.</p> <p>In January the Executive approved the Area of Opportunity Policy, which will serve as the planning framework for the area, for inclusion in the emerging Local Plan. Although it will not be a formal planning evidence base until the Local Plan goes out to consultation it is a material consider</p>	23	19
<p>Failure to provide a realistic timeframe for potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium time period would need significant expenditure.</p> <p>The council has to spend significant money on</p>	<p>To develop and bring forward a clear vision for the Castle Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment and risk the council want to assume.</p> <p>Work is ongoing with Directors and Members to establish the level of risk and investment the council want to assume, which will establish the nature of the council's involvement</p>	20	19

<p>assets in the short term to keep them operational when they will potentially close in the near future. This would represent wasted expenditure, but it may be unacceptable to close them without a clear identified plan in place for their future use. If any money is invested in to the assets it may make it difficult to bring them forward for fear of having wasted that money.</p>	<p>in Castle Gateway and the future use of land assets. The first stage in assessing these options was the Castle Gateway vision report that was taken to the Executive in January. This approved the appointment of masterplan consultants to bring forward options for the council owned sites and to explore a commercial partnership option with Stemarock Capital.</p> <p>To allow informed decisions on the above Deloitte has been commissioned to provide commercial and valuation advice. They are currently completing their development appraisals and valuations for the council land assets.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project.</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice has been procured</p>	21	20

<p>regeneration aims of the Castle Gateway without council investment these may result in the council losing existing and potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails</p>	<p>and will be provided by Deloitte. This is crucial to understand the value of the council assets to ascertain the different delivery options and the council's capacity to generate financial returns. This advice is due back by the end of March.</p>		
<p><b>Reports to</b></p>	<p>Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.</p>		
<p><b>Exec member</b></p>	<p>Cllr. David Carr and Cllr Ian Gillies</p>		
<p><b>Director responsible</b></p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p><b>Dependencies</b></p>	<p>Local Plan Policy, City Transport Policy</p>		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Executive October 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver=4</a></p> <p>Document  <a href="http://democracy.york.gov.uk/documents/s100456/Report.pdf">http://democracy.york.gov.uk/documents/s100456/Report.pdf</a></p> <p>Executive November 2016  Land assets on Piccadilly  <a href="http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf">http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</a></p> <p>Executive January 2017  Update  <a href="http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf">http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</a></p> <p>Executive August 2017  Proposed Temporary Use of Part of Castle Car Park  <a href="http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf">http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</a></p>		

<b>Project title</b>	Local plan
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
<b>Current status</b>	
<p><b>AMBER</b></p> <p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to :</p> <ul style="list-style-type: none"> <li>• provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive;</li> <li>• seek the views of Members on the methodology and studies carried out to inform the housing and employment that the City is tasked with accommodating;</li> <li>• seek the views of Members on the most appropriate way of</li> </ul>	

accommodating this future growth for consultation;  
to ask for Members approval of non-housing and employment site specific policies for consultation; and

- to request the approval of Members for officers to undertake the necessary work to produce a draft plan based on the recommendations of the Executive for the purposes of consultation along with associated technical papers.

The Executive on 13th July decided in respect of the latest housing need assessment to 'accept the increased figure of 867 dwellings per annum based on the latest revised sub national and household projections published by ONS/CLG'.

The report and background papers are available at the following link:

In respect of employment need they decided to accept the updated Employment Land Review. In terms of sites for both housing and employment Members decided to accept minor changes to sites included in the Preferred Sites Consultation along with the addition of some new sites including the MOD sites at Imphal Barracks and Queen Elizabeth Barracks for housing and at Towthorpe Lines for employment. A range of non-site specific policy modifications were also approved.

Following agreement at Executive in July 2017 the Draft Plan (Pre-Publication Draft) commenced a 6 week on 18th September 2017, which ended on 30th October 2017.

The consultation was in accordance with the Council's adopted Statement of Community Involvement (2007). It was produced working alongside colleagues in the Communications Team and Communities and Equalities Team. The consultation included a city wide 'Our City' special distributed to all households with a response form, a letter to all people registered on the Local Plan database (approx 10,000), a dedicated website and response form and a series of drop in exhibitions across the city.

A report was taken to Local Plan Working Group and Executive in January 2018 which provided:

- a background summary of the previous iterations of draft policies and the circumstances which led to the rationale of the Executive decision to approve the Pre-Publication Draft Local Plan for consultation;
- a summary of the present national policy and legislative context, including the "soundness" requirement and potential for Government intervention;
- a summary of responses to the Autumn 2017 Pre Publication Draft

- Local Plan Consultation; and
- Officers' advice regarding appropriate responses to the Consultation outcomes.

The report also requested Member approval of the next steps in the York Local Plan making process, including further city wide consultation.

Executive on 25th January voted in favour of progressing with the Regulation 19 stage of plan production. Following decisions made at committee a composite Local Plan and Policies map and accompanying statutory documents were finalised. Consultation on the Local Plan Publication draft (Regulation 19) consultation commenced on 21st February and runs for 6 weeks until 4th April 2018.

### Future outlook

Following the consultation, Officers will report the responses received to Local Plan Working Group, Executive and Council seeking approval to submit a plan for public examination before the end of May 2018.

### Key risks

Risk (brief description/consequence )	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18

development options			
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
<b>Reports to</b>	Executive, Local Plan Working Group		
<b>Exec member</b>	Cllr. Ian Gillies		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Deliverability of York Central		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive July 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a>  Document  <a href="http://democracy.york.gov.uk/documents/s98802/Report.pdf">http://democracy.york.gov.uk/documents/s98802/Report.pdf</a></p> <p>Executive June 2016  City of York Local Plan – Preferred Sites Consultation  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4</a>  Document  <a href="http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf">http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</a></p> <p>Executive January 2017  Update on Local plan  <a href="http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</a></p> <p>Executive October 2017  Minerals and Waste Joint Plan - Submission  <a href="http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf">http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</a></p>		

	<p><b>Local Plan Working Group January 2018</b></p>
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<http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf>

<b>Project title</b>	The Guildhall
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
<b>Current status</b>	
<p><b>Red</b></p> <p>This progress update covers the period February 2018</p> <p>Further to the previous highlight report the project has continued to progress - with approvals in place for delivery:</p>	
<b>Statutory Consents / approvals</b>	
<ul style="list-style-type: none"> <li>• Planning and LBC approvals granted 16 Feb 17</li> <li>• Executive approval for scheme delivery 16 Mar 2017</li> <li>• Full Council approval of budget requirement 30 Mar 2017</li> <li>• Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery.</li> </ul>	
<b>Project Progress</b>	
<ul style="list-style-type: none"> <li>• The Restaurant Agreement to Lease documentation has been prepared.</li> <li>• Arrangements for operation / management of the business club / serviced office offer by CYC now in development - FM working group to review contractors final proposals.</li> <li>• Cross Party member working group have considered the draft Management Plan for Common Hall Yard and Civic / Council uses.</li> <li>• Party Wall Surveyors (Cushman Wakefield) working to secure agreements as necessary under the Party Wall Act and to facilitate</li> </ul>	

construction access with neighbours as required - processes to secure permissions on track of 31 March conclusion.

## Stage 2 tender

Project progress on the stage 2 tender has now slipped further behind programme:

- The Design Team were preparing the final co-ordinated RIBA stage 4 detail design documentation packages for issue to the preferred contractor on 1 Sept 2017 to commence the ECI phase (2nd stage tender).
- On advice from Turner Townsend - Cost Consultant this was delayed until 2 October - where it was apparent that the design Info would not be fully co-ordinated at that point.
- **The full stage 4 Design Info was issued to ICL on 2 Oct 2017**
- ICL began working on the ECI phase - bills of Quantities
- Initially they were still confident of returning a Target Cost on programme by 18 Dec.
- **However by mid Nov they advised that given the volume of Works Info issued by the Design Team - that they were likely to miss this date.**
- Their revised programme indicated a target submission date of 16 Feb - but the project team was concerned that the submission will be incomplete or further delayed.
- The tender submission made on 16 February was over budget and incomplete - the project team are working with ICL to establish a way forward to address this.
- Cost consultants T&T and Construction phase project managers AECOM will report their findings on the tender submission

**It is appropriate therefore to highlight that the project programme is compromised.**

## Future outlook

Concerns about the financial status of Interserve and any associated impact on pricing the works are being monitored by the project team - via updated credit checks and market intelligence.

## Key risks

From project risk register

Risk (brief	Control/action	Gross	Net
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<b>description/consequence</b> )			
Capital costs increase/exceed budget  Costs of scheme exceed current budget estimate as scheme is developed in detail.  Project becomes unaffordable	Project team approach - early contractor involvement - value engineering workshops	23	19
Insufficient revenue income to repay borrowing  Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.  Project is unviable or requires additional council revenue to underwrite borrowing costs.	Soft market testing  Robust marketing - selection and assessment process  LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC	23	19
Failure to secure pre-let on restaurant unit at appropriate value  <ul style="list-style-type: none"> <li>• No offers at expected value</li> <li>• Failure to agree heads of terms</li> </ul> Project is unviable/too risky	Soft market testing  Robust marketing - selection and assessment process, may require re-marketing	23	18
<b>Reports to</b>	Executive, CSMC, project board		
<b>Exec member</b>	Cllr. David Carr		
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	Local plan		
<b>Link to paper if it has been to</b>	Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=8842&amp;Ver</a>		

<p><b>another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>=4</p> <p><b>Scrutiny – 13 June 2016</b>  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a></p> <p><b>Exec – 14 July 2016</b>  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p><b>Planning application links</b></p> <p><b>16/01971/FULM   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</b></p> <p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00</a></p> <p><b>16/01972/LBC   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</b></p> <p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00</a></p> <p><b>Executive March 2017</b>  <a href="http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf">http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</a></p>
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<b>Project title</b>	Community Stadium
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
<b>Current status</b>	
<p><b>Green</b></p> <p>In the last six months of the project progress has been made as follows:</p> <p>Start of the pre-construction works as of 2 October 2017 allowing final construction design, site mobilisation and pre-orders for steel and portacabins to go ahead.</p> <ul style="list-style-type: none"> <li>• Completion of the DBOM and all associated contracts on 16 November 2017.</li> <li>• Site mobilisation and ground preparation started December 2017.</li> <li>• Site operational from 8 January 2018 and full construction has begun.</li> <li>• Pile mat complete.</li> <li>• Piling ongoing until end of February 2018</li> </ul> <p>The timetable included in the report to Executive in October 2017 highlighted that the facilities will now be complete and open by Summer 2019.</p>	
<b>Future outlook</b>	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> <li>• Finalisation of the NHS design and service proposal now due 16 March 2018, this remains a risk.</li> </ul>	

- Foundations and substructure 1 March 2018 onwards.
- Superstructure Summer 2018 onwards.
- Confirmation of tenants for the commercial and lantern units by December 2018.
- Site completion April 2019.
- Tenant occupation May 2019.
- Site operational June 2019.

<b>Key risks</b>			
<b>Risk (brief description/consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<p>Failure to deliver completion of the DBOM legal contract in the current timescales.</p> <p>Delay to the project build and delivery timescales. Increased cost of build, increase in legal and project costs.</p>	<p>Legal advice and input from Bond Dickenson as well as Legal officers.</p> <p>Ongoing work to finalise all contracts within the agreed timeline.</p>	19	19
<p>Not realising estimated commercial return on commercial proposals in the final bid or completing the commercial deal due to developer failing to meet budget and procurement requirements.</p> <p>Not sufficient revenue to finance the build of the leisure building and facilities. Additional capital required by CYC, value engineering required, decrease spec or size of the build.</p>	<p>a. Savills report supports figures as proposed b. Potential to increase the amount of retail in the final scheme c. Reduce the outputs of the project</p> <p>Agreement now in place with sectional completion and first payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.</p>	23	23
<p>Finalisation of the NHS design enabling foundation and drainage for the build</p>	<p>Expected design by 16 March 2018, this is late further delay may impact</p>	14	14

<p>to be completed on schedule.</p> <p>Delay to the overall build as foundations require a fixed drainage design.</p>	<p>build times.</p> <p>Proceed on agreed plan in the lease with all changes at cost to the NHS.</p>		
<b>Reports to</b>	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
<b>Exec member</b>	Cllr. Nigel Ayre		
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Full Council March 2016:  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MIId=8836&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MIId=8836&amp;Ver=4</a></p> <p>Executive December 2016  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p> <p>Executive July 2017  Community Stadium &amp; Leisure Facilities Report  <a href="http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf">http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</a></p> <p>Executive October 2017  Community Stadium Project Report  <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a></p>		

<b>Project title</b>	Digital Services – first phase
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now). This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>	
<b>Current status</b>	
<b>Amber</b>	
<p>Interviews were held for two permanent Full Stack Developer roles last week and one of these positions has been filled. Interviews were also held in February for a Communications and Content Officer role but no one was appointed, so this role will go back out to advert as part of a wider Communications Team recruitment. Other avenues will continue to be explored for recruiting a second Developer and an additional Business Analyst.</p> <p>Following the attainment of Developer resource, ICT Board approved that the project status be changed from ‘Red’ to ‘Amber’.</p> <p>The final Project Board of the old Digital Services Project structure was held on 8th March, the Project has now become part of the Digital Services Programme. It was proposed at this meeting that a new Programme Board is formed to maintain strategic oversight of the Digital Services work, and that a revised operational level Project Board meets regularly to work on the CRM Project. The Board agreed this, and new governance structures will be put in place going forward.</p> <p>A meeting was held with Veritau to review project risks and consider which should now be closed and which moved to the Programme level. A new risk log will be started for the revised Project Board.</p> <p>A ‘re-envisioning’ session was held with key project, ICT and other involved staff. This was delivered by the Oracle Sales team with the aim of reminding staff of (or showing for the first time), the benefits and potential of the Oracle CRM system, and what can be achieved by implementing it.</p> <p>A member of the project team along with business colleagues attended a Yorkshire &amp; Humber LocalGov Digital Peer Group session in Leeds, on the topic of Cloud, Integration and WebChat. Useful presentations were given</p>	

by other local authorities who are also on the digital journey, and it is hoped to utilise their learning in our system implementation.

System configuration work has continued to move forward and exploratory testing is underway on the build so far. This will flag up where there may be issues with the build that require attention prior to demonstrating the system to business staff.

**Future outlook**

Begin light touch review and refresh of business requirements for Street Lighting and Street Cleansing processes. Demonstrations of system build to business staff for comment and feedback.

Review business requirements for e-forms and My Account, and create user stories for the ICT Development Team to work from in their design and build.

Set up of new Project Board and Risk Log. Continue development of Project Plan.

**Key risks**

Risk (brief description/consequence )	Control/action	Gross	Net
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Engage with all business areas - stakeholders through a business readiness assessment Business readiness assessments and VSM to be completed by end of Sept.	23	23
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed.	Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up. Ongoing face to face dialogue with services.  CPT to complete knowledge transfer	17	12

	including training material Processes (outside of Release 2) passed to configurers whilst CPT are still on-site. Schedule Oracle training course (5 day).		
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live	Ongoing face to face dialogue with services  Complete Business Readiness Assessments	23	19
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Engage with all business areas - stakeholders through a business readiness assessment  Business readiness assessments and VSM to be completed by end of Sept	23	23
<b>Reports to</b>	Digital Services Programme Board; Corporate Scrutiny and Management Board		
<b>Exec member</b>	Cllr. David Carr		
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	CRM Lagan MDM -Clearcore Govtech Rev's and Ben's.		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016 City of York Digital Inclusion <a href="http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf">http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf</a>  Customer and Corporate Services Scrutiny Management Committee		

January 2018

Update Report on Consultation on Draft ICT policy

<http://democracy.york.gov.uk/documents/s120764/Report%20-%20ICT%20Strategy%20Delivery%20Plan%202018.pdf2>

<b>Project Title</b>	ASC - Future Focus
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>Demand for Adult Social Care rises each year. People are living longer into old age requiring support, there are more people living longer with complex long term conditions and there are increasing numbers of young adults in transition to adult services with complex needs.</p> <p>This increased demand for services coincides with significant financial pressure arising from reduced Local Authority funding, legislative changes driven by the Care Act and an increased public expectation of Adult Social Care and rightly an expectation of high quality, personalised and flexible support for those who are eligible for care.</p> <p>The goal of health and care services is to help older, vulnerable or disabled adults who have ongoing support needs to live well and have a good life. A “good life” means living independently at home wherever possible, with opportunities to spend time with other people and to do things which are meaningful to that individual.</p> <p>Current ways of supporting adults do not consistently result in everyone achieving all of their goals and living well where they want to live. People and families are not always helped enough to look after themselves and each other. Services can be overly paternalistic and lack the choice and control that services users rightly demand.</p> <p>Social care is often a vital part of enabling people to live independent lives but it is far from being the only component to enable people to live fulfilled lives. We must be ready to have different conversations which take full account people’s assets, strengths, knowledge and skills to build and harness the contributions of people, their personal networks, social capital and their local communities. This will support greater wellbeing and independence.</p> <p>The nature and scale of these challenges requires a fundamental shift in how Adult Social Care is delivered to ensure financial sustainability and to help those with social care needs, their families and carers have a better quality of life.</p> <p>There is an emerging consensus that community based models of social work based on Asset Based Conversations that will support a collaborative</p>	

approach alongside communities, families and carers, are the most effective way to approach the challenges outlined above. A review of national best practice and emerging evidence to identify the elements of such approaches that are likely to be of key importance for any operating model that seeks achieve both improved lives and financial sustainability for Adult Social Care.

To be successful this will entail:

Changing culture and reducing bureaucracy, with an emphasis on having deeper and more specific conversations based upon what people, their families and carers want in terms of their outcomes;

Focussing on maximising the Assets, Skills Knowledge and Strengths of individuals and their communities in maintaining health, wellbeing and independence and thereby helping people develop and maintain skills that will maximise their independence in the long term;

Reaching people earlier and being more accessible in local communities;

Helping people access community solutions and improve their connections with others to reduce isolation and loneliness;

Emphasising the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible;

Making the best use of digital and technological solutions to support employees to be more effective and efficient in their work, and help people lead independent lives.

Working closely with Community and Health Partners to make best use of resources and ensure that people receive the right care, in the right place at the right time.

## **Current status**

**GREEN**

Activities completed and progressed in the period were:

- a. Delivery of Community Engagement event within innovation site area.
- b. Evaluation workshop and formalization and agreement of project

- “command and control” data with BI colleagues.
- c. Good conversation training for all staff.
  - d. Identification of requirements and dependencies for Innovation Site. Progress MOSAIC configuration and mobile working solutions (forms and processes).
  - e. Stakeholder Group.
  - f. Regional Practitioner event.
  - g. Review of internal communications.
  - h. Kick off meetings for Programme ‘sub’ projects.

Progress update this period.

**Delivery of Community Engagement event within innovation site area:**

As per plan, a community engagement event was delivered in early February (07/02/2018). This event introduced the ideas and principles of Community led support directly in the area we plan to begin the work, and received immediate feedback and engagement with people in the community. The event raised awareness of the change, and received ideas and sought feedback to identify a specific venue which is accessible and appropriate and will look to establish a ‘brand’ for these hubs that makes sense to local people as places to come and talk about Adult Social Care provision, help or advice. The event was a great success.

**Evaluation workshop and formalisation and agreement of project “command and control” data with BI colleagues:**

The workshop was to help staff and partners identify evaluation measures for the Community Led Support areas including: monitoring the activity, quality, customer outcomes and financial benefits of the delivery. This work is being fed into the existing Performance Clinics within Adult Social Care. These measures and outcomes will be collated alongside all management information and BI colleagues will be engaged to support delivery of this (See next steps).

**“Good conversation” training for all staff:**

Training has commenced in good practice conversations to support Community Led Support. So far 88 members of staff have been trained and the offer has been extended to colleagues in Housing, Children’s Services, and Public Health and to partner agencies via the Stakeholders board.

**Identification of Systems requirements and dependencies for Innovation Site:**

Having concluded the identification of the first innovation site as Lidgett Grove Community Cafe, the supporting documentation and processes have

been created. Printing, advertising, booking systems, paperwork (off system) and mobile devices have been identified and delivery commenced.

**Progress MOSAIC configuration and mobile working solutions:**

During February workshops with staff were held to look at existing forms and practices compared with other local authority options. Issues pertaining to legal and finance (Care Act compliance) have been commenced and CYC Legal team are reviewing proposals. Members of the team met with our suppliers Servelec-Corelogic to review their best practice configuration for MOSAIC case management system to ensure that local changes are in keeping with system roadmap. We fully intend to become stakeholders and partners in their project to support strength based community working within the case management system.

**Stakeholder Group:**

February 28th was the first meeting of the wider Stakeholder group which extends involvement of the changes to partners both within and outside of the council, including 3rd sector, health partners. The group has agreed a terms of reference, the frequency of further meetings and has agreed to take on an advisory role on how the system is working, and how it can be better connected to the city's health, care and community ecosystem.

**Regional Practitioner event:**

Members of front line teams met other colleagues from across the region to share experience of implementing Community Led Support across a range of sites. The event looked at the experience of practitioners, what difference have strength based approaches, reduced paperwork and community hubs made to day to day practice and to the experience of local people.

**Review internal communications:**

A review of the internal communications has taken place supported by the Head of Communications to ensure we are effectively telling the story of how community led support brings the organisational benefits such as demand management, improved outcomes, and more efficient working practices. In addition Future Focus brand and Talking points (the community led support Hubs) have been incorporated within a wider council story of resilience and sustainability of One Planet York.

**Kick off meetings for Programme 'sub' projects:**

Two specific sub projects which will be owned and delivered by the Future Focus project were formally commenced in February. These are the review of self Funder Charges and the Forensic review of Learning Disability Packages of care.

**Future outlook**

To progress the Future Focus Programme over the next period, the team will continue to progress activity against agreed plan, specifically:

- a. Develop command and control / Outcomes and Measures Dashboard.
- b. Continue Good conversations training for all staff.
- c. Take delivery of hub requirements.
- d. First hub meeting 28th March 2018.
- e. Identify 2nd Hub site.
- f. Sub project: Self funder charge.
- g. Progress Community Led Reviews.
- h. Plans for next period.

**Develop Command and Control / Outcomes and Measures Dashboard.**  
A complete set of outcome measurements taken from Evaluation and Partner workshops as well as ASC Performance Clinic work are being amalgamated into a single command and control dashboard. Colleagues from BI will be consulted to agree delivery dates for this product which will provide project and business as usual oversight of outcomes.

**Continue Good conversations training for all staff:**

The training will continue with offers to partners for Good Conversation training facilitated by our national partner, NDTI.

**Take delivery of hub requirements:**

Printed materials, mobile devices, communication etc. are being finalised within the first week of March and will be delivered in time for the first hub.

**First hub meeting 28th March 2018:**

The first Community Hub meetings will take place in Lidgett Grove Community Cafe on the 28th March. Attendees will be drawn from the assessment waiting lists. Staff completed training and an orientation event on 13th March with our national partner NDTI.

**Identify 2nd Hub site:**

The process and decision for the 2nd hub site will commence in March. Working with the available data, advice from our national partner and the feedback from local partners will allow us to prepare for the 2nd site in the city. Following identification of the site a community event will be prepared similar to the Acomb event held in February.

**Sub project: Self funder charge:**

Work continues to identify specific supporting data for the change in the self funder charge. Costs related to office space and staff activity are being factored in to reflect the true costs of supplying this service.

**Progress Community Led Reviews:**

A large part of the CYC approach to community led support will be to test the effectiveness and use of community based reviews of long term packages of care. These packages of care could be supplemented with community engagement to improve outcomes and potentially reduce costs. This aspect of CLS has not been trailed with out National Partner in other areas of the country, and the programme will look to introduce this during the next quarter. During March the project and the national partner will outline the approach, necessary training, paperwork and evaluation required to deliver this.

**Key risks**

<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<p>Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated.</p> <p>Savings not realised despite change.</p>	<p>Objective external appraisal of Benefits / Savings.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.</p>	14	8
<p>The changes do not realise the required levels of financial benefits.</p> <p>Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.</p>	<p>An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.</p>	19	14
The VoY CCG may have	Early engagement and	15	11

<p>different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.</p>	<p>identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.</p>		
<p><b>Reports to</b></p>	<p>The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.</p>		
<p><b>Exec member</b></p>	<p>Cllr. Carol Runciman</p>		
<p><b>Director responsible</b></p>	<p>Martin Farran – Corporate Director for Health, Housing and Adult Social Care</p>		
<p><b>Dependencies</b></p>	<p>Market development, Comprehensive Information, Advice and Guidance for ASC</p>		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017          Future Focus Update Report  <a href="http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf">http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</a></p>		

<b>Project title</b>	Outer Ring Road (A1237)
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
<b>Current status</b>	
<b>Amber</b>	
Activity in February 2018:	
<ol style="list-style-type: none"> <li>1. Evaluation of the public consultation process has taken place. There were 170 comments received. The main concern was about facilities for cyclists using the junction. The issues raised have been considered and where possible included in the design.</li> <li>2. A report has been drafted for the Executive Member Decision Session in March 2018 reporting on the outcome of the consultation process. This report seeks authority to proceed with the junction upgrade to the construction stage.</li> <li>3. The project team has prepared responses to Earswick PC and Julian Sturdy MP about the potential loss of trees and subway provision at A1237/Strensall Road junction.</li> <li>4. The purchase of land at Low Fields Farm (see risks) has still not been closed out. This is a significant risk. Negotiations are continuing and meanwhile a solution to allow construction of the Wetherby Road junction to proceed in accordance with the programme is being developed. Purchase of the remainder of the land at Wetherby Road is at an advanced stage and currently appears to be a low risk.</li> <li>5. Tenders for external law firms to provide services to draft a Compulsory Purchase Order have been evaluated and a clear winner (Weightmans of Leeds) has been selected subject to confirmatory interview and checks.</li> <li>6. Work has been completed to secure Early Entry Land Agreements in order to remove hedges ahead of Bird Nesting Season.</li> <li>7. Drafting of an ITT for engineering designers for the three remaining roundabouts has been progressed and is hoped to invite tenders in March 2018.</li> <li>8. Initial meetings with CYC Delivery Team have taken place regarding</li> </ol>	

the construction of Junction 1 Wetherby Road. A review of their estimating and pricing processes has also been conducted to ensure value for money. This was satisfactory.

### Future outlook

Activity Planned for March 2018:

1. Presentation of a report to the Executive Member Decision Session about the public consultation process and seeking approval to progress to the construction stage.
2. Complete preparation and hold a meeting to be held with Earswick PC and Julian Sturdy MP about the loss of trees and subway provision at A1237/Strensall Road.
3. Continue with negotiations for land purchase at Junction 1 Wetherby Road.
4. Make arrangements for payments to landowners for early entry to land in order to remove hedgerows.
5. Undertake hedge removal at Junction 1 ahead of bird nesting season.
6. Appoint Weightmans solicitors of Leeds to assist with drafting of a CPO for land on the scheme.
7. Complete drafting of ITT for design of remaining three junction upgrades, start procurement process.
8. Continue dialogue with CYC delivery team to plan approach to construction stage.
9. Conduct root and branch review of CYC Delivery Team schedule of rates to give confidence to financial management during construction phase.
10. Commence engagement with Statutory Undertakers to plan diversionary works.

### Key risks

Risk (brief description/consequence )	Control/action	Gross	Net
<p>Risk of programme delay due to uncertainty of acquiring land in a timely and efficient manner.</p> <p>This could lead to programme delays, which</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in</p>	20	19

<p>in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>		
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p> <p>Withdrawal of funding will mean the YORR Improvements will not be completed.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p> <p>Delays getting planning approval will impede the overall programme and places a risk of delivering the upgrades in a timely and efficient manner, possibly resulting in the</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The control period 2016-2021 presents sufficient time at this point to achieve this.</p>	14	13

<p>withdrawal of funding in the most extreme case.</p>			
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required, previously owned and sold by CYC is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC. Currently, the situation is being explored to overcome this hurdle.</p> <p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then changed their requirements. Now they want the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>A mitigation plan to allow the construction stage to commence without taking the NW quadrant is currently being developed.</p>	<p>The circumstances of the clawback clause and exactly what the landowner wants are being explored. If the landowners are firm on their requirements, it would be possible for CYC to release the clause. This is likely to be a Director/C.Ex decision.</p> <p>Feb 2018 - Following the change in requirements of the owners, a mitigation plan is being developed to allow commencement of construction in line with the proposed programme. This will be a short term fix as the land will still be needed for the scheme. Preparation of a CPO will give the City Council a significantly high chance of acquiring the land but is not guaranteed as this will need to be signed of by the SoS.</p> <p>The Project team is investigating the precise circumstances of the risk. CYC could release the clawback clause and this would be seen by the landowner as building the relationship. Currently, CYC Legal Services are resistant to releasing the clawback clause.</p>	<p>21</p>	<p>20</p>

<p>If the clawback cannot be released, the landowner is not likely to sell the land by private agreement to CYC. Therefore CYC will need to acquire the land by CPO, estimated time 18-24 months to complete if accepted by the SoS.</p> <p>Therefore this is a programme risk. It will mean disruption to the design and construction programme.</p> <p>Feb 2018 - The consequences are still relevant even though the landowner has now changed their requirements.</p>	<p>Feb 2018 - Since the landowners have changed their requirements, CYC have written to them stating what legal details will be required if they wish to pursue it. In parallel, the project team is working with the designer and contractor to develop a plan which will allow the start of construction in line with the proposed programme.</p>		
<p>WYCA recently received the YORR Final Business Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p> <p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points</p>	<p>The Project Team is pursuing this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>	18	12

<p>where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p> <p>It is conceivable that two more Final Business Cases may slow down the progress of the scheme and threatens the release of funds to build all the junction upgrades.</p>			
<b>Reports to</b>	Project reports into the Transport board; Project Board and Lead Member Board		
<b>Exec member</b>	Cllr. Ian Gillies		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	LTP4, Local plan		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive West Yorkshire Transport Fund – 24 November 2016</p> <p><a href="http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf">http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</a></p>		

<b>Project title</b>	Housing Development Programme (HCA partnership)
<b>Reporting period</b>	March 2018
<b>Description</b>	
Programme of council-led housing delivery in partnership with the HCA	
<b>Current status</b>	
<b>AMBER</b>	
<ul style="list-style-type: none"> <li>• The first meeting with the appointed tax and financial advisors, PWC, has taken place. PWC are now preparing an options paper.</li> <li>• High level viability work has commenced on the sites within the scope of the programme. This will confirm site viability as well as potential delivery opportunities. Support for this work is being provided by Aecom and GVA Grimley.</li> <li>• A revised layout plan has been submitted for Lowfield. This retains a greater number of trees on site whilst retaining the same number of houses.</li> <li>• The consultation period for the planning application of new football pitches at the Askham Estate is under way. This has identified a need for some additional survey work in respect of water voles and great crested newts.</li> <li>• Initial findings of research into the experiences of other local authorities who have undertaken Joint Venture and Direct Delivery has been presented and discussed with the Housing Delivery Working Group. This work will help shape the future direction of the delivery programme.</li> </ul>	
<b>Future outlook</b>	
<ul style="list-style-type: none"> <li>• A workshop event will take place before the end of March bringing together initial legal and financial advice to help inform the recommended approach in terms of company structure and the method of delivery. The options presented at the workshop will be discussed with the Housing Delivery Working Group in April to help set the strategic direction.</li> <li>• High level financial modelling will be undertaken on the sites within the scope of the Housing Delivery Programme. Cost and revenue inputs tested by Aecom and GVA Grimley will inform a high level business model for each site to understand viability and housing delivery opportunities. This will form a significant part of the company</li> </ul>	

business plan, informing decisions around phasing and investment levels.

- A proposal will be developed around the social values of the Housing Delivery Programme. This will consider opportunities around social and environmental values and how these can be embedded into the Programme to deliver better outcomes for the communities of York.

Any required support and resource associated with the planning applications at Lowfield and Askham Estate will continue.

### Key risks

<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Reaching agreement over the correct commercial partner to deliver housing	Soft market testing. Obtaining legal and procurement advice.	19	19
Housing market fluctuations	Robust market testing and analysis. Maintaining control over costs.	18	18
Planning permission	Resident and Ward Councillor consultation. Taking advice from internal specialists. Careful consideration of site proposals.	19	19
Approval of business case	Robust and tested proposals.	18	18

<b>Reports to</b>	Working group established which reports into Executive where approval is sought for key decisions.
<b>Exec member</b>	Cllr. David Carr and Cllr. Sam Lisle
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place
<b>Dependencies</b>	None
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a</b>	December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme <a href="http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf">http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</a>

<p><b>scrutiny committee)</b></p>	<p>December 2017 Executive Meeting  Establishing a Delivery Model and the Scope of the Programme  <a href="http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf">http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</a></p> <p>December 2017 Executive Meeting  Delivering the Lowfield Scheme  <a href="http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf">http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</a></p> <p>March Executive meeting - approval of project inception  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=931">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=931</a></p>
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<b>Project title</b>	Specialist therapeutic Short Breaks
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> <li>a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York.</li> <li>b. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region.</li> </ol> <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> <li>– Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally.</li> <li>– Make York Home for more disabled children and young people by reducing out of Area placements.</li> <li>– Develop and invest in service provision in order to generate future savings and income generating potential.</li> <li>– Deliver better outcomes for disabled children and young people including those with the most complex needs.</li> </ul> <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>A report went to the City of York Council Executive on 25 January and they agreed the investment needed to build a centre of Excellence on the site of</p>	

Windsor House (previously old people's accommodation) with part of the provision to be co located on Hob Moor School playing fields.

Design Architects, QS and Project Manager have been appointed to progress the project to the next stage.

Project has moved from feasibility to Outline Business Case and full implementation.

Anticipated completion date has been agreed for January 2020.

### **Future outlook**

Plans and target actions for the next month include:

- Agree and communicate the time line and project plan for the implementation of the whole project.
- Initiate a section 77 application to use and build on surplus playing fields at Hob Moor School.
- Develop feasibility work into detailed plans for a planning application
- Identify project dependencies and work alongside related projects to ensure synergy and risk is managed effectively.
- Continue to proactively engage with all stakeholder, partner agencies and local community.

### **Key risks**

<b>Risk (brief description/consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Parents with disabled children are unhappy with the feasibility process and or the proposed changes to provision	Parent communication and engagement plan Co production approach taken by involving parents in each stage of development	20	19
The feasibility plans and proposals are unable to demonstrate financial viability	Finance lead part of Project Board (PB) Financial modelling for future plans developed from the start and scrutinised by PB	20	19
Key stakeholders are not adequately engaged with	Key stakeholder part of PB Additional meetings	14	13

the feasibility work and development plans e.g. Health, Adult services, ER / NY	arranged to consult and involve specific stakeholders		
<b>Reports to</b>	Reports to Project Board chaired by Eoin Rush and CEC DMT		
<b>Exec member</b>	Cllr Stuart Rawlings		
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York <a href="http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York">http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York</a>		

<b>Project title</b>	Provision of School Places
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>The project continues in a communication and consultation stage. Since the publication of admissions policies and numbers for the 2019/20 school year, and the publication of detailed forecast information for each primary and secondary planning area, there has been further communication with education providers, starting with local schools and academies in the city. Officers have continued to engage with local schools and academies to gather their views and identify any potential plans about how they could assist in providing for future need. This follows officers in early 2018 presenting on the issue of future school places and sufficiency to The York Schools and Academies Board (YSAB) - a strategic partnership of the local authority, schools and those multi-academy trusts with a presence in York. As all schools and academies have also been provided with forecast information in January 2018, schools, academies and the Council have begun to and will jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs) for each planning area. It is anticipated that these PAAPs will be formulated between May and August 2018. All schools and academies have been offered the opportunity to discuss these</p>	

trends and findings in other forums such as to groups of schools in clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more are planned to take place between now and the end of the school year.

Conversations also continue with colleagues in the Education and Skills Funding Agency and Department for Education, in many policy areas such as academisation, pupil planning and the free schools teams as to their partnership with CYC in scoping and identifying future solutions to the issue of sufficiency. In the past month these meetings have included liaising with academies around amending their current capacities and funding agreements; as well as how the Free School programme may develop following the formal approval of the city's first free school in July 2016. Work continues with each academy conversion, to ensure those schools converting to academy status have the correct total site capacities stated in their funding agreements from the point of conversion. Officers continue to work with the Department and local academies to amend any existing funding agreements as required.

Forecast data from the CYC Strategic Intelligence Hub and analysis from officers has now been provided to schools for their comment and feedback along with a summary of current work to date and CYCs methodology for ascertaining future need. Schools and academies are being asked to consider and where possible, identify what potential solutions may be available.

Updated local datasets on current pupil numbers, migration and currently approved housing schemes form the basis of these forecasts on the likely numbers of pupils in the primary phase over the next 5 years, and in the secondary phase over the next 7 years. A January 2018 forecast document has been compiled for each of the 17 primary and 4 secondary planning areas as well as city-wide forecasts for each phase. A lower number of actual births in 2015/16 than forecast by ONS (Office for National Statistics) data has resulted in a lower than previously expected number of pupils in certain planning areas in future years, though local variation and migration patterns present differently in different planning areas.

Variables, such as births, schools census information, migration, allocations, housing and preference data continue to influence future versions of these forecasts. For example, housing data will change as new developments receive approvals through the planning process, and preference trends through admissions applications currently being made for September 2018 will influence future forecasts. The next dataset to be formally compiled will be in summer 2018 for the annual 'SCAP' process,

with the refined forecasts being published only in January/February of each calendar year.

The capacity of schools is subject to ongoing revision through discussion with schools and academies, the work-stream of the project to assess school capacity across all existing schools nears the end of assessment. Here officers plan and conduct site visits to assess the size of each school's estate and from these visits, recalculate and revise data held by CYC re: the capacity of existing school buildings. Only 6 more schools need to be visited for the series of site visits to be concluded, though additional site visits and clarification on some school sites are required before confirming a site's total capacity.

Schools and academies have been categorised in one of three categories, A, B and C with those rated highest being those schools and academies that were identified as potentially having more capacity than their current net capacity assessment and/or funding agreement indicated. Category 'A' schools were prioritised in the schedule of visits. Site visit data has started to be confirmed and signed off by schools and academies. Newly calculated capacity figures have identified some current and potential teaching spaces that may be available, or can be recommissioned from alternative uses. Where queries have been returned these are being followed up with schools prior to signing off capacity figures.

Outline commitments of Basic Need funding have been made for those high-level priority areas that future spending will need to address, including supporting the growth in the numbers of pupils with additional needs, for example through additional enhanced resource provision for children with special educational needs. A very small number of schemes have been identified for the 2018/19 school year and it is likely only a small number of schemes would be required for the 2019/20 school year. Once options have been identified for further schemes, these will be submitted onto the Forward Plan and progressed through the Executive Member or Executive processes as necessary.

### **Future outlook**

As the project is within a communication and consultation stage with local stakeholders in early 2018, further updates and the project direction will depend upon the engagement of stakeholders and what potential options and ways forward are identified after schools and academies in the city are provided with relevant information and jointly start to identify potential solutions.

Work continues regarding what additional school places may be required as

a result of future housing need across the Local Authority area with the numbers of expected pupils generated by several strategic housing sites. Officers will continue to examine what additional educational infrastructure may be required for these proposed developments, and whether additional numbers of pupils can be accommodated on existing or new school sites, much of which may depend upon the timing of the delivery and phasing of strategic housing sites. Parallel data sets continue to be in development where significant housing is proposed, and these forecasts used to plan for future need. The aim is for these needs and their associated funding from S106 contributions be combined with the needs and funding for demographic growth in order to plan for the future need of the city as a whole.

Further engagement with stakeholders and Members will be planned throughout the course of the project. A project group continues to review actions and risks in an increasing number of work-streams arising from the project. Three priorities at primary level have been identified for future investigation - these are in Clifton & Rawcliffe, Wheldrake, and South West York, with updates expected in the coming months.

Where there are places that may be required for the start of the 2018/2019 school year, in planning areas that require additional permanent or bulge (temporary) accommodation, these will be advanced separately to the main body of work for the period up to 2022/23. As 'live' admissions information for 2018/19 is now available, and 'live' primary admissions information will be available from 16 April, any additional need for pupil places for September 2018 across all year groups should be known by early April.

#### Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
The project delivers a sufficient number of places but with a cost per place that is too high.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13

<p>The project delivers a sufficient number of new places before these places are required by residents which results in the under subscription of other schools.</p>	<p>Ongoing engagement with stakeholders and Members. Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need</p>	<p>19</p>	<p>13</p>
<p>Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.</p>	<p>Early engagement to ensure all parties feel engaged in the process.  Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs with data and potential solutions.</p>	<p>19</p>	<p>12</p>
<p><b>Reports to</b></p>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board</p>		
<p><b>Exec member</b></p>	<p>Cllr David Carr</p>		
<p><b>Director responsible</b></p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p><b>Dependencies</b></p>	<p>Local Plan Policy, Economic Strategy, City Transport Policy</p>		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny</b></p>	<p>Executive November 2017: Access Options and Project Funding  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10193&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10193&amp;Ver=4</a>    Executive July 2017: Project and Partnership Update  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10188&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10188&amp;Ver=4</a></p>		

<b>committee)</b>	Executive February 2018 Admission arrangement for the 2019/20 school year <a href="http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf">http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf</a>
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<b>Project title</b>	Allerton Waste Recovery Park (AWRP)
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>On the 1st March the independent tester signed off all the remaining takeover documentation and full service commencement was achieved. There was a small delay of a month in the commissioning period, relating to the Anaerobic Digester take over tests, but this represents a major achievement for the partnership (NYCC, CYC and AmeyCespa). Anecdotally construction projects of this nature are usually delayed by around 3 months.</p> <p>Further work undertaken on the partnership between NYCC and CYC is moving forward and an update will be presented to Executive on the 26th April (this date has changed so approvals can be aligned with NYCC colleagues).</p> <p>The transfer station at Harewood Whin has functioned well during the commissioning period and work is ongoing between the NYCC, CYC, Yorwaste and Amey to ensure that the waste delivered to AWRP can be processed as efficiently as possible. The commissioning period has required CYC refuse collection vehicles to tip at the transfer station and at</p>	

the landfill site and an exercise is ongoing to ensure related performance data can be reconciled.

### Future outlook

Monitor performance of the facility now full service commencement has been achieved.

Progress work with NYCC to strengthen joint working.

### Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<p>Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.</p>	<p>The arrangements are built into the contract however, there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>	19	14
<p>Residents don't see the benefits of the Waste strategy.</p>	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14

<p>Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency. Impact on collections and increased costs, reputational issues with collection authorities and residents.</p>	<p>Work with collection authorities to develop a strategy and delivery plan.</p> <p>Implementation now nearly complete.</p>	<p>23</p>	<p>17</p>
<p><b>Reports to</b></p>	<p>The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.</p>		
<p><b>Exec member</b></p>	<p>Cllr Andrew Waller</p>		
<p><b>Director responsible</b></p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p><b>Dependencies</b></p>	<p>None</p>		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Economy &amp; Place Scrutiny Committee October 2017 <a href="http://democracy.york.gov.uk/documents/s117446/Allerton%20Park%20PP%20Presentation.pdf">http://democracy.york.gov.uk/documents/s117446/Allerton%20Park%20PP%20Presentation.pdf</a></p> <p>Economy &amp; Place Scrutiny Committee March 2018 <a href="http://democracy.york.gov.uk/documents/s121801/AWRP%20project%20update%2026-2-2018.pdf">http://democracy.york.gov.uk/documents/s121801/AWRP%20project%20update%2026-2-2018.pdf</a></p>		

<b>Project title</b>	Library Procurement Project
<b>Reporting period</b>	March 2018
<b>Description</b>	
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries &amp; Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>This period has seen the closure of the public city-wide consultation on 14 February 2018. The survey was seeking the views and needs of residents for a future library service.</p> <p>Responses were excellent with 1,643 responses overall, not including the feedback CYC received through the budget consultation which also included questions on libraries. The breakdown of responses are as follows:</p> <ul style="list-style-type: none"> <li>• 1,329 completed the on-line survey</li> <li>• 158 attendances to the stakeholder workshops</li> <li>• 125 completed non-user survey</li> <li>• 30+ took part in the focus groups</li> <li>• 1 response from special interest groups</li> </ul> <p>The project working group met and agreed that the project is on schedule.</p>	

## Future outlook

The key focus on the next period is to write up and conclude the public consultation and present these to the Learning and Culture scrutiny meeting on 28 March 2018.

The consultation results will then be included in the Strategic Assessment of Need document that is being written for the procurement process. The document focuses on pulling together what we know about York's demographics, the performance of the current library operator and the consultation results.

The service specification will also be developed over the next period. Legal, ITT, Property and Finance services are all engaged in the development of this key document.

## Key risks

<b>Risk (brief description/consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
CYC receive no bids from the open procurement approach taken  The current contract with Explore would have to continue, with pre-determined costs	PM has been monitoring the current market and currently 20+ LA's have externalised library operator  Soft market testing has been conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3	19	13
<b>Reports to</b>	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.		
<b>Exec member</b>	Cllr Ann Reid		
<b>Director responsible</b>	Charlie Croft		
<b>Dependencies</b>			
<b>Link to paper</b>	Scrutiny Report, November 2017 – Explore York Libraries		

<b>if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	and Archives <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4</a>
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