

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						

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Older person's accommodation (ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Red	Red	Same
Community Stadium	Green	Green	Same
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	Amber	Worse
Allerton Waste Recovery Park (AWRP)	Green	Green	Same
Library Procurement Project	Green	Green	Same
Housing ICT Programme		Amber	

Detailed updates

Project title	Older Persons' Accommodation Programme
Reporting period	April 2018
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none">• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;• progress with plans to build a 27 home extension to Glen Lodge;• seek the building of a new Extra Care scheme at Oakhaven in Acomb;• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
<p><i>This report now includes the Burnholme Project</i></p>	
<u>Glen Lodge Extra Care scheme</u>	
<ol style="list-style-type: none">1. To date 22 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 two apartments, they await works to rectify flood damage.2. 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. We expect them to begin their work May 2018.	

Burnholme Health & Wellbeing Campus

3. Construction of The Centre @ Burnholme [library and community facility] is planned for completion on 9th May 2018 and will open to the public on 26th May 2018.
4. 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.
5. Executive agreed to sell land to Priory Medical Group to accommodate their 4,000 m2 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 centres, 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 engaging Health Watch. 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.
6. We have begun to engage GLL, the Council's leisure operator, in planning the future of the sports facilities at Burnholme and the Board have agreed that this is the preferred approach to management, subject to agreement of commercial terms.

Oakhaven Extra Care Facility

7. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme.
8. 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

9. 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 m2 community facility and enhancements to the services in the wider complex. It will include homes

to rent and homes to buy.

10. The planning application for this work has been submitted and is expected to be determined in May 2018. Meanwhile, tendering for the construction work has begun and is expected to conclude by July 2018.

Lowfield re-development

11. 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 June 2018.
12. 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.
13. 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.
14. 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 will submit a funding application to the Football Foundation for a contribution to the cost of works. Procurement of the works has begun and is expected to conclude in June 2018. The planning application is expected to be determined in June 2018.

Existing Older Persons' Homes

15. 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 in the week commencing 16th April 2018.
16. 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. The hearing is scheduled for 16 and 17 July 2018. 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.
17. 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.
 18. 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.
 19. 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.
 20. 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. The building is now suffering vandalism.
 21. 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. Executive have approved the investment plans for Lincoln Court and we expect to submit the planning application for the works in May 2018.
 22. In February 2018 we began consultation with residents, relatives and staff at Morrell House older persons home on the option to close. This consultation is now closed and Executive in April 2018 will receive the results of the consultation and decide whether the home should close.

New Independent Sector Care Home provision

23. 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.
24. 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 met in December 2017. The applicant is likely to appeal the decision to withhold consent.
25. 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

26. 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.
27. 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. Work is expected to begin later this year.
28. 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.
29. Developers have also discussed other care home and extra care opportunities on sites elsewhere in the city.
30. We will engage with the York Central team to evidence the need for and benefits of accommodation with care for older people in this area.

Future outlook

1. The procurement to find a partner to take over Haxby Hall will begin.
2. The procurement to find a contractor for the Marjorie Waite Court extension will begin.
3. The procurement of the works at the Askham estate pitches will begin.
4. Public engagement on the work proposed for Lincoln could will take place on 19th April 2018. Following that engagement, proposals will be finalised and a planning application submitted.
5. The planning application for the extension of Marjorie Waite Court will be considered by Planning Committee.
6. The second planning application for the Care Home at Fordlands will be considered by Planning Committee.
7. Executive will receive the results of the consultation on the option to close Morrell House and decide whether the home should close.
8. The final phase of works at The Centre @ Burnholme will conclude ready for the Centre to open on 26th May 2018.
9. Construction of the care home at Burnholme will begin.
10. Decide if a planning application should be submitted for the Oakhaven extra care scheme.

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 new press for the playing fields consent. The Burnholme Health and Wellbeing Campus proposals is carefully structured and brought forward in such a way as to minimise the impact upon the Programme should the consent not be granted to sell the playing field land.

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

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

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

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

Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.	19	13
Project does not deliver the right number and type of care places required by the City. 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
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=</p> <p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf</p> <p>Older Persons' Accommodation Programme Update – December 2016 http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</p> <p>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</p> <p>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</p>		

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

Executive Meeting April 2018

Deciding the Future of Morrell House Older Persons Home

<http://democracy.york.gov.uk/documents/s122898/A%20Further%20Phase%20of%20the%20Older%20Persons%20Accommodation%20Programme%20deciding%20the%20future%20of%20Morrell%20House%20Ol.pdf>

Project title	York Central
Reporting period	April 2018
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and 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>	
Current status	
AMBER	
<p>Public and stakeholder consultation on the emerging masterplan is nearing conclusion at the end of April, though community engagement through My York Central will continue to planning submission and beyond.</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, with infrastructure design to RIBA stage 3 having commenced. Pre-application discussions continue to progress with the Local Authority.</p> <p>The Housing Infrastructure Fund bid of £57m has been shortlisted by government, with a final decision anticipated in autumn 2018 following co-development work. A business case for the drawing of £0.5m YNYER LGF funding to support project development work has been submitted, and the residual of the £5m allocation will be subject to a further business case submission later this year. Final drawdown of 2017/18 WYCA LGF has taken place, and the £16.5m 2018/19 'kickstarter' proposal has entered WYCA's LGF pipeline and will be progressed subject to funding becoming available through programme underspend/ revolving finance.</p> <p>Members at executive on 15th March approved further project funding and instructed officers to progress the procurement of an infrastructure delivery partner for phase 1 infrastructure works.</p>	
Future outlook	

A report will be taken to the Executive in June 2018 setting out the preferred masterplan, partnership agreement and detailed financial plan for delivery at the site.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<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"> • Allocation of sufficient expert planning resource to the project • Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders • Effective community consultation and engagement • Procurement of expert planning legal advisors to ensure compliant approach • Effective engagement with the Local Planning Authority in respect of the Plan Making Function 	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</p>	23	22

	by the partnership.		
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>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
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr Ian Gillies and Cllr Keith Aspden		

Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</p> <p>Executive July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf</p> <p>Executive November 2016 Consultation on access options http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf</p> <p>Third party acquisitions http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf</p> <p>Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.pdf</p> <p>Executive November 2017 Preferred Access Route and Preparation for Planning http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</p> <p>Executive March 2018 York Central Access Construction http://democracy.york.gov.uk/documents/s121988/York%20Central%20Exec%20Access%20route%</p>

Project title	Castle Gateway
Reporting period	April 2018
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "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>	
Current status	
AMBER	
<p>On the 26th April the council Executive approved the masterplan for the Castle Gateway and a series of recommendations to take the project in to the next stage of delivery. This included recommending to full council that a budget of £2.4m be allocated to the project. This budget will allow the preparation of planning applications for work package 1 and 2, the detailed design of the new multi-storey car park at St George's Field, and the procurement of a contractor to build the car park. A funding bid for the associated highway improvements will also be submitted to the West Yorkshire Transport Fund. This will potentially allow a start on site in Spring 2019.</p> <p>The project timetable is to submit planning applications for work package 1 in autumn 2018, and planning applications for work package 2 in spring 2019 following further public engagement to define the new public space that will replace Castle Car Park.</p> <p>In addition the report approved the granting of a lease to the Arts Barge to implement their planning permission to create a mooring at Tower Gardens, and a short term lease of Castle Mills to the developer of Ryedale House. In return for using the land as a site compound they will demolish the poor quality buildings for the council.</p> <p>Spark: York's expected launch date is 4th May 2018, with the</p>	

tenancy ending in June 2020 which will release the site for development.

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.

Work is progressing well at Stonebow House and will complete in Spring 2018. The sale of the council's freehold to Oakgate has now fully completed.

Future outlook

Work will now proceed to implement the recommendations that were approved by Executive to take the project in to delivery phase.

A fee will be agreed with BDP to prepare detailed planning applications for work packages 1 and 2, and for the detailed design of the St George's Field multi-storey car park. The previous procurement exercise under which they were appointed allowed for their retention to carry out future planning applications. Once appointed work will begin on preparing planning applications for work package 1.

Initial meetings with the West Yorkshire Combined Authority are planned to discuss the funding of transport infrastructure works for the project through the West Yorkshire Transport Fund.

My Castle Gateway will now move on to focus on the detailed design of work package 1 to help guide the planning applications, and a large scale public engagement to produce a refined development brief for the Castle and Eye of York area.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets.	It is likely that the council will need to seek external legal support and advice. The council have already sought external legal	21	14

<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>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>		
<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</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</p>	20	19

<p>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 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>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 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.</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p>	21	20

<p>Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project.</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the regeneration aims of the 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>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 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>		
Reports to	Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.		
Exec member	Cllr Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local Plan Policy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=8842&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s100456/Report.pdf</p> <p>Executive November 2016 Land assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p> <p>Executive January 2017 Update</p>		

<http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf>

Executive August 2017

Proposed Temporary Use of Part of Castle Car Park

<http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf>

Executive April 2018

Castle Gateway Masterplan

[http://democracy.york.gov.uk/documents/s122953/Castle%20Gateway%20Masterplan%20April%](http://democracy.york.gov.uk/documents/s122953/Castle%20Gateway%20Masterplan%20April%202018.pdf)

Project title	Local Plan
Reporting period	April 2018
Description	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
Current status	
<p>AMBER</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"> • provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive; • 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; • seek the views of Members on the most appropriate way of accommodating this future growth for consultation; 	

- ask for Members approval of non-housing and employment site specific policies for consultation; and
- 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:

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188>

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 consultation period from 18th September 2017 until 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 Members 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 ran for 6 weeks until 4th April 2018.

The consultation ended on 4th April 2018 and Officers are in the process of collating the responses and will report them to LPWG, Executive and Council In May seeking approval to submit the Plan for examination before the end of May 2018.

Future outlook

Following the consultation, Officers will report the responses received to

- Local Plan Working Group (2nd May 2018),
- Executive (8th May 2018) and
- Council (17th May 2018)

Officers will seek approval to submit a plan for public examination before the end of May 2018.

If approved for Submission by Council on 17th May and submitted by the end of May 2018 it is anticipated that the examination would commence in early September 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	Work to approve LDS	19	18

the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	continuing to develop a strong evidence base.		
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options.	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies & Cllr. Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=8840&Ver=4 Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation</p>		

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4>

Document

<http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf>

Executive January 2017

Update on Local plan

<http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf>

Executive October 2017

Minerals and Waste Joint Plan - Submission

<http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf>

Local Plan Working Group January 2018

<http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf>

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

Early Contractor Involvement / Construction Contract

- Interserve Construction Ltd submitted a stage 2 tender return on 16 February - unfortunately this exceeded the project budget
- Cost consultants T&T and Construction phase project managers AECOM reported on the tender submission
- Following a period of clarification the council confirmed that it was not able to issue a notice to proceed to the construction phase
- The contract with ICI was formally terminated on 9 April.
- Prompt action has been taken and a report prepared for Executive outlining options for re-tendering the project works

Future outlook

A decision is expected from the Executive on 8 May to re-programme the project.

It is necessary to highlight that the project programme is compromised and that a revised programme will be prepared following Executive decision.

Key risks

From project risk register

Risk (brief description/consequence)	Control/action	Gross	Net
Capital costs increase/exceed budget Costs of scheme exceed current budget estimate as scheme is developed in detail.	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.	Soft market testing Robust marketing - selection and assessment process LGF funding application for 'gap funding' to secure	23	19

Project is unviable or requires additional council revenue to underwrite borrowing costs.	delivery of LCR SPE objectives in partnership with CYC		
<p>Failure to secure pre-let on restaurant unit at appropriate value</p> <ul style="list-style-type: none"> No offers at expected value Failure to agree heads of terms <p>Project is unviable/too risky</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process, may require re-marketing</p>	23	18
Reports to	Executive, CSMC, project board		
Exec member	Cllr. Ian Gillies		
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p>		

16/01972/LBC | Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation | The Guildhall Coney Street York YO1 9QN

<https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00>

Executive March 2017

<http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf>

Project title	Community Stadium
Reporting period	April 2018
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
Green	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Completion of the DBOM and all associated contracts on 16 November 2017. • Site mobilisation and ground preparation started December 2017. • Site operational from 8 January 2018 and full construction has begun. • Pile mat complete. • Piling complete as of March 18. • Steel frames and all foundations and drainage ongoing from March 2018. • Construction progressing well and on schedule. <p>The timetable included in the report to Executive in October 2017 highlighted that the facilities will be complete and open by Summer 2019.</p>	
Future outlook	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Finalisation of the NHS design and service proposal now not due until end of April 2018, this remains a risk. • Foundations and substructure 1 March 2018 onwards until June 2018. • Superstructure Summer 2018 onwards. 	

<ul style="list-style-type: none"> • Confirmation of tenants for the commercial and lantern units by March 2019. • Site completion April 2019. • Tenant occupation May/ June 2019. • Site operational June 2019. 			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
<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 to be completed on schedule.</p>	<p>Expected design by 16 March 2018, this is late further delay may impact build times.</p>	14	14

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

Project Title	ASC - Future Focus
Reporting period	April 2018
Description	
<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 are:

- 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

Activities not progressed as planned:

- a. Reviews planning. Due to additional focus on the delivery of the 1st Hub, This piece of work was moved to early April
- b. Sub project: Self funder charge. See issues.

Progress update this period.

Develop Command and Control / Outcomes and Measures Dashboard

A complete set of outcomes 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 and agree delivery dates for this product which will provide project and business as usual oversight of outcomes. Ongoing.

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. Ongoing.

Take delivery of hub requirements

Printed materials, mobile devices, communication etc, were finalised during early March and were delivered in time for the first hub on the 28th March 2018.

First hub meeting 28th March 2018

The first Community Hub meetings took place in Lidgett Grove Community Cafe on the 28th March. Attendees will be drawn from the assessment waiting lists as well as drop in and new contacts into ASC. An evaluation meeting was held after the first session to learn from what worked well and what could be improved. Overall the experience for both staff and customers was positive, with positive outcomes from customers in terms of signposting and ASC services.

Identify 2nd Hub Site

The process and decision for the 2nd hub site commenced during the last period. Data has been sourced from waiting lists and new contacts and a short list of possible areas will be considered during the next period with an expected final decision and commencement of new hub beginning shortly thereafter. See planned activity for next period.

Sub project: Self funder charge

Work has continued 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. A specific issue has been identified in what can and cannot be counted towards chargeable activity. Legal advice is that activity supporting the formation of a support plan or review can not be included in the costs rechargeable by a local authority and we are confined to activity specifically linked to “arrangement of care”. This is now a specific issue in the issues log.

Future outlook

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

- a. Agree Stage 2 Processes
- b. Progress Community Led Reviews
- c. Decision re 2nd Hub
- d. Progress Mobile Working Solutions.
- e. Sub project: Self funder charge
- f. Sub project LD reviews

Agree Stage 2 Processes

High level stage plans indicate that that the next stages of practice and process development will be focused on progressing new entrants further through the customer journey, specifically into support planning, eligibility decision making, indicative budget calculations and commissioning processes in MOSAIC. Accompanying these processes are: a replacement to panel funding system using peer reviews and responsive budget management in teams. This leaves the review of existing customers, the processes and systems change in Stage 3 (August 2018). Agreement will be reached in the next period on how to proceed.

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 to reduce costs. This aspect of CLS has not been trialed with our National Partner in other areas of the country, and the programme will look to plan this during the next stage of the project. Depending of the outcome of the issues stated above, this work will commence either in stage 2 or stage 3.

Decision re 2nd Hub

Stakeholders and data will be consulted to determine the location of the next Talking Point in early April.

Progress Mobile Working Solutions

A review of existing mobile has shown practice and data issues resulting from the low tech devices carried by staff. A report outlining these findings has been escalated to the CYC ICT board for their input and support. A wholesale refresh of mobile phone stock for frontline staff will be required to support current and future focus working practices. It is expected that a decision or escalation of these current issues will be made in the next period.

Sub project: Self funder charge

As stated above this element is subject to an issue, however this may not prevent planned progress. Relevant parties to meet urgently to discuss options and impacts.

Sub project LD reviews.

Work has begun on LD forensic reviews and reconciliation with support from project staff. This is essential groundwork to support Community Led Support working with this staff and customer group.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<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</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</p>	19	14

Savings plan at risk.	for all Stakeholders. Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.		
The VoY CCG may have 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.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	15	11
Reports to	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017 Future Focus Update Report http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf		

Project title	Outer Ring Road (A1237)
Reporting period	April 2018
Description	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status	
Amber	
Activity in March 2018:	
<ol style="list-style-type: none"> 1. A report was submitted to the Executive Member Decision Session reporting on the outcome of the consultation process and asking for consent to proceed to the construction stage for Phase 1 (1237/B1224 Wetherby Road junction). This report was accepted and the approach to the construction stage is underway. 2. The project team met with Earswick PC and Julian Sturdy MP about the potential loss of trees and subway provision at A1237/Strensall Road junction. This was a very useful meeting for all, enabling a greater understanding of the proposals and their impacts. The project team have been able to anticipate the concerns of residents in advance of the planned consultation process. 3. The purchase of land at Low Fields Farm (see risks) has progressed to a position where the owners and CYC have come to an agreement on the terms and conditions required to enable this transfer to be completed. This is still a risk, but now rated moderate. Purchase of the remainder of the land at Wetherby Road is at an advanced stage and currently appears to be a low risk. 4. An initial meeting took place with Weightmans solicitors about the legal services they will provide to draft a Compulsory Purchase Order for the scheme. 5. Work has been completed to remove hedges ahead of Bird Nesting Season at A1237/B1224 Wetherby Road. 6. Drafting of an ITT for engineering designers for the three remaining roundabouts has been progressed and it is proposed to invite tenders in April 2018. 7. Initial meetings with CYC Delivery Team have continued to take place 	

regarding the construction of Junction 1 Wetherby Road. The focus in month has been about planning the construction management of the works for Phase 1.

8. A Project Delivery Meeting (Project Board) was held and this was chaired by the Assistant Director, Transport, Highways and Environment.

Future outlook

Activity Planned For April 2018:

1. Initial meetings with the CYC Delivery Team to establish the processes and procedures necessary to enable the Construction Management Plan to be drafted.
2. Initial planning for a consultation process for Phase 2 Monks Cross Junction upgrade.
3. Continued effort to ensure that land purchase negotiations are moving forward to completion at Wetherby Road junction.
4. Following the appointment of Weightmans solicitors, the project team are learning how the drafting of the CPO will interface with the programme for design and planning approval of future phases of the scheme. A co-ordination workshop with the various suppliers is planned to understand how this will be managed to optimise the submission of the CPO.
5. Work to progress utility diversions including meetings and placing orders for work to be undertaken in due course, by the statutory undertakers.
6. A Lead Members Board meeting is planned for April.

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 in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</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 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</p>	20	19

	junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.		
<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 withdrawal of funding in the most extreme case.</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>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land</p>	<p>The circumstances of the clawback clause and exactly what the landowner wants are being explored. If the</p>	21	20

<p>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>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</p>	<p>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>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</p>		
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<p>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>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 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</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>	<p>18</p>	<p>12</p>

<p>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>			
Reports to	Project reports into the Transport board; Project Board and Lead Member Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	LTP4, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p>		

Project title	Housing Development Programme (HCA partnership)
Reporting period	April 2018
Description	
Programme of council-led housing delivery in partnership with the HCA.	
Current status	
AMBER	
<ul style="list-style-type: none"> • The first draft of the financial advice from PWC has been received. This looks at the tax and VAT implications of different housing delivery options. This includes both on and off balance sheet structured development delivery vehicles. • A workshop was held containing both internal and external finance and legal advisor's as well as members of the project team. All delivery vehicle options were discussed and narrowed down to a small number of solutions for which further due diligence work will be undertaken. This work has been considered by the Housing Delivery Working Group. • Estimated costing work has been received to develop and regenerate the sites within the scope of the Programme. This is based on high level assumptions but provides a clear framework for understanding the potential investment ask of each site. • Commercial analysis has been undertaken on each site within the scope of the programme to understand the sale and rental values which could be achieved. This is being used alongside the costings work to understand whether each site is financially viable. • The procurement strategy for Lowfield is being developed to cover the various aspects of delivery of the site including the infrastructure, housing construction, as well as the sales and lettings service. • Opportunities to achieve enhanced environmental standards at Lowfield and across the programme continue to be explored and costed. • Collaborative discussions have taken place with colleagues in Housing and Public Health around understanding the best approach for delivering housing to help create sustainable and healthy communities. • Support in the creation of a strategic investment strategy for the HRA to 	

help increase the number of council houses to be delivered as part of the Housing Delivery Programme.

Future outlook

- Further due diligence on the preferred housing delivery vehicles to include internal and external legal and financial advisor's.
- Interrogation of the current housing market and trends to inform business plan.
- Interrogation of site financial viability work to inform business plan.
- Use financial information to create phasing plan options.
- Analysis of the short and long term financial, social, and environmental implications of adopting different standards across the housing programme.
- Detailed financial modeling work for Lowfield including full cash flow analysis.
- Resourcing plan to deliver housing development aspirations.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
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
Reports to	Working group established which reports into Executive where approval is sought for key decisions.		
Exec member	Cllr. Carol Runciman		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=931</p>
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Project title	Specialist therapeutic Short Breaks
Reporting period	April 2018
Description	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. 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. <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"> – Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally. – Make York Home for more disabled children and young people by reducing out of Area placements. – Develop and invest in service provision in order to generate future savings and income generating potential. – Deliver better outcomes for disabled children and young people including those with the most complex needs. <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>	
Current status	
GREEN	

- Developed and agreed a project plan with milestones and timescales for the implementation of the whole project.
- Started a Section 77 DfE application to use and build on surplus playing fields at Hob Moor School.
- A co production approach with has been continued to develop feasibility work into detailed plans for a planning application.
- The project team has continued to work closely with the planned development at Lincoln Court Older Persons Accommodation (next door) to ensure plans, designs and construction work effectively together.
- Delivered planned consultation and engagement sessions with front line workers, Hob Moor School, local community and key partners and stakeholders.
- Report has been submitted to CYC Executive to update the financial business case, specifically relating to the financing of the required and agreed capital expenditure.

Future outlook

Plans and target actions for the next month include;

- Develop and agree the procurement strategy for the construction contractor.
- Further work on the costed risk action plan linked to project plan.
- Pre application discussion with planning.
- Project Board sign off of plans for planning application.
- Submit planning application.
- Complete and submit Section 77 application.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
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	20	19

	start and scrutinised by PB		
Key stakeholders are not adequately engaged with the feasibility work and development plans e.g. Health, Adult services, ER / NY	Key stakeholder part of PB Additional meetings arranged to consult and involve specific stakeholders	14	13
Reports to	Reports to Project Board chaired by Eoin Rush and CEC DMT		
Exec member	Cllr Keith Myers		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York		

Project title	Provision of School Places
Reporting period	April 2018
Description	
<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>	
Current status	
<p>AMBER</p> <p>Throughout 2017 the major focus of the project was on forecasting the number of school places required during the period 2017-2023 and building a robust and resilient data model to take account of all related variables as they change. The main variables are capacity, births, migration, additional housing and parental preference.</p> <p>In the last three months the project has been focused on communication – principally with schools and multi-academy trusts – relating to the 2018 dataset that was itself a product of capacity, data modeling, and forecasting work undertaken in 2017.</p> <p>This project has five major work streams: capacity; communication; data modeling; forecasting; and policy. Many of these are by the nature of the project and subject area annual or cyclical in each school year, with many related dependencies between them.</p> <p><u>Capacity</u></p>	

- Following site visits the capacity of each school's estate has been recalculated and revised creating opportunities for increasing the number of school places in some schools through identifying some potentially available teaching spaces, or those that could be recommissioned from alternative uses.
- Following up queries received from schools.

Communication

- 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
- Ongoing communication with education providers, starting with local schools and academies in the city.
- Worked with schools and academies to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs)
- Offered schools and academies the opportunity to discuss trends and findings in forums such as 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.
- Continued project planning regarding communication with residents, elected members, and with others partners throughout the lifetime of this project.

Data Modeling

- Further refinement of the datasets.

Forecasting

- Continued development of Parallel data sets where significant housing is proposed, and these forecasts will be used to plan for future need.

Policy

- Outline commitments of Basic Need funding for the high-level priority areas that future spending needs to address, including supporting the growth in the numbers of pupils with additional needs.
- Identification of a very small number of basic need funding schemes.

Future outlook

The main focus of this period:

Capacity

- Follow up any queries with four remaining schools prior to signing off capacity figures. Following signing off capacity figures will then be used as the basis for further forecasting.
- Following finalisation of queries complete the annual 'SCAP' return to the Department for Education.

Communication

- Continued engagement with local schools and academies to gather their views and identify any potential plans about how they could assist in providing for future need.
- formulate Planning Area Action Plans (PAAPs) for 17 primary and 4 secondary planning areas across the city
- identify related projects that may arise as a result of this project's findings

Data Modeling

- Refine and quality assure datasets as part of the annual data renewal process.
- Finalise the capacity work stream for this school year.

Forecasting

- Develop parallel data sets where significant housing is proposed to plan for future need.

Policy

- Identify options for further schemes and submit onto the Forward Plan and progressed through the Executive Member or Executive processes.

Project Plan

- Develop, communicate and agree the project plan.

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	19	13

	schools at high revenue cost and high entry costs e.g. land, overheads.		
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.	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	19	13
Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.	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.	19	12
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board		
Exec member	Cllr Keith Myers		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf		

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	April 2018
Description	
<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>	
Current status	
<p>GREEN</p> <p>Construction and commissioning is now successfully complete.</p> <p>The project focus is now on the transition of the operations and the facility to business as usual. This includes the monitoring of snagging, performance and payment and the relationship between CYC, NYCC, Amey (the contractor) and YorWaste (who manage the transfer station at Harewood Whin, the HWRCs and the transfer of the waste from Harewood Whin to Allerton Park. In the next reporting period to the end of the project (from a CYC perspective - May 2018 - September 2018) the project reporting will be adjusted to take into account this scope.</p> <p>In the last period AWRP has continued to perform well as the council have worked with NYCC, YorWaste and Amey (the contractor) to resolve a number of operational and technical issues relating to the contract. The priorities are to ensure that the facility is recovering as much material as possible in order to drive up recycling, the continued attention to the configuration of the anaerobic digester (initially the ammonia levels were too high, so this has to be stabilised over time) and to ensure that the</p>	

facility is generating the maximum amount of energy.

Future outlook

Continue to work on operational and technical issues. Monitor performance of AWRP in terms of both deliverables and outcomes. Continue communications with the York Waste service.

Change of reporting in the next period to focus on transition and operations.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	<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
Residents don't see the benefits of the Waste strategy.	<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
Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency. Impact on collections	<p>Work with collection authorities to develop a strategy and delivery plan.</p> <p>Implementation now nearly complete.</p>	23	17

and increased costs, reputational issues with collection authorities and residents.			
Reports to	The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.		
Exec member	Cllr Andrew Waller		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Economy & Place Scrutiny Committee October 2017 http://democracy.york.gov.uk/documents/s117446/Allerton%20Park%20PP%20Presentation.pdf</p> <p>Economy & Place Scrutiny Committee March 2018 http://democracy.york.gov.uk/documents/s121801/AWRP%20project%20update%2026-2-2018.pd</p> <p>Executive April 2018 Allerton Waste Recovery Park http://democracy.york.gov.uk/documents/s122959/AWRP%20project%20update%2013042018%20final.pdf</p>		

Project title	Library Procurement Project
Reporting period	April 2018
Description	
<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 & 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>	
Current status	
GREEN	
<p>The results of the library consultation were presented to the CEC scrutiny committee on 28 March 2018. As part of this, the draft vision was updated to reflect the consultation feedback in the form of a revised vision.</p> <p>The outcome of the scrutiny meeting was that the 'Strategic Assessment of Need' document being compiled will be presented to the committee at their meeting in May 2018.</p> <p>Work has commenced on the service specification for the library and archive service which has started documenting specific elements that we already know including; ITT requirements, library services and archive services. This will take some time to evolve into the final version, especially recognising the importance of being led by the strategic assessment for need.</p> <p>A number of workshops have taken place to discuss property and legal issues.</p>	
Future outlook	
<p>The key focus for this period will be to finalise the Strategic Assessment for</p>	

Need and make this available for the 11 May, ahead of the CEC scrutiny meeting on 22 May.

The procurement documents will continue to be worked on in draft form including; service specification, KPI's, evaluation criteria and legal contract. Workshops will continue with legal, ITT, property, insurance, procurement and finance colleagues.

Additionally further soft market testing will be conducted this month to understand any changes to the market and potential bidders.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<p>CYC receive no bids from the open procurement approach taken</p> <p>The current contract with Explore would have to continue, with pre-determined costs</p>	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator</p> <p>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</p>	19	13
Reports to	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.		
Exec member	Cllr Nigel Ayre		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MIId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p>		

Project title	Housing ICT Programme
Reporting period	April 2018
Description	
<p>The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Repairs Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.</p>	
Current status	
GREEN	
<p>Business Requirements approval meetings have been held with SMEs and Operational Managers from across all service areas and Business Requirements have been signed off at this level.</p> <p>Business Requirements approval meetings have been held with Senior Management Teams from both Housing and Building Services; the Business Requirement Document (BRD) has now been approved at a senior level across Housing and Building Services.</p> <p>The vacant Programme Manager post was advertised but recruitment to the post has so far been unsuccessful, further interviews are to be held mid April.</p> <p>One of the Business Analysts left the programme slightly ahead of schedule in mid March. The other Business Analyst will continue to work with the Programme until October 2018.</p> <p>The Benefits Realisation plan and matrix has been put on hold until the Business Requirements Document is finalised.</p>	
Future outlook	
General	
<ul style="list-style-type: none"> • Hold interviews for the vacant Programme Manager post. • Continue development of the Benefits Realisation plan and matrix. • Further stakeholder group meeting to be held early May. • Publish article in BUZZ to provide colleagues with information on the overall scope of the programme and raise awareness of programme progress. • Continue development of Invitation to Tender (ITT) documentation. 	
Business Change	

- Continue development of the Benefits Realisation plan and matrix.
- Further stakeholder group meeting to be held early May to update on the Programme.
- Finalise BRD to feed into ITT
- Commence development of evaluation criteria and scenarios for appraisal of tender responses. (Due to work commitments meetings will initially be held separately with Housing and Building Services staff).

ICT

- Progress work on identifying costs involved to implement the Record Retention and Disposal policy initially on SX3 and information@work.
- Continue investigation work on SX3 split.
- Privacy Impact Assessment for Housing ICT Programme initiated.
- Finalise ICT requirements for ITT.
- Scoping initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the system to be identified.

BI Hub

- Work to continue on production of detailed technical architecture maps and integration strategy in conjunction with TPM. Work will be needed to finalise understanding of all systems.
- Post BRD confirmation, ITT will need writing and agreeing for reporting and system integrations. These items will need to fit in to existing delivery models, or will create significant challenges around support and maintenance post implementation, so discussion will be needed.
- Data migration ITT may need some further discussion as somewhere along the line a slightly confused picture emerged with supplier being asked to complete.
- LLPG/GIS principals for ITT are being produced.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Insufficient Resource - Inability to recruit/assign/retain appropriately skilled and experienced resources to the programme.	Funding for resources approved in business case.	19	19
Resistance to change -	Stakeholder engagement,	20	20

<p>Inability and/or unwillingness to adopt new ways of working and/or technologies.</p> <p>Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers.</p>	<p>communication plan and comprehensive and regular communications with all business areas.</p> <p>Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme.</p>		
<p>Conflicting Priorities - Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities.</p> <p>Failure to deliver aims & objectives to agreed cost and quality.</p> <p>Lack of clarity regarding suitability of ICT solutions for Housing Standards and Adaptations Service.</p>	<ul style="list-style-type: none"> • Change management process. • Contingency planning. • Effective communication corporately and across Housing and Building Services. • Clarity at the end of Phase 1 April 2018. • Compliance with corporate governance requirements plus high profile and commitment at all levels of the organisation. 	20	20
<p>System Integration - Inability of new system to integrate and/or interface with other corporate and/or external systems.</p> <p>Staff loose faith and resources utilised to find work around solutions.</p> <p>Failure to realise efficiencies due to requirement to double key information from many other systems and send</p>	<ul style="list-style-type: none"> • SMART requirements. Comprehensive detailed ITT. • Clearly defined contractual agreement, expectations, requirements and selection criteria. • Technical Assurance Group. • Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. • Lead person with an understanding of the needs 	20	20

paper information to other areas.	of the service areas.		
Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.	<ul style="list-style-type: none"> • Data cleansing. • Detailed data migration strategy. • Appropriate specialist involvement. • Lead person with an understanding of the needs of the service areas. 	23	23
Reports to	A Project board has been set up which reports into the HHASC Directorate Management team.		
Exec member	Cllr. Helen Douglas		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			