

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
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Green	Green	Same
Community Stadium	Green	Green	Same
Digital Services (CRM)	Red	Red	Same
Adult Social Care – Future Focus	Green	Green	Same
Outer Ring Road (A1237)	Amber	Amber	Same
Housing Development (HCA partnership)	Amber	Green	Better
Specialist Disabled Children Short Break Facility	Green	Green	Same
Provision of School Places 2017-2023	Green	Green	Same
Allerton Waste Recovery Park (AWRP)	Green	Green	Same
Older Person's Accommodation (ASC)	Green	Green	Same

Project Title	York Central
Reporting Period	January 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 the Homes & Communities Agency. CYC have a significant role to play in de-risking the site and accelerating delivery with public sector partners, providing development funding and as a conduit for WYCA / NY LEP funding. 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. EZ status is key to the delivery plan and a HIF bid is currently being considered by Home England.</p>	
Current Status	
Amber	
<p>Initial master planning and viability testing work has been undertaken. Following public consultation an access option decision was taken by the partnership and confirmed by CYC Executive in November. This decision also released further development funding. Further Community Engagement and extensive consultation will now inform the development of a masterplan for the site. A staged approach to consultation is being taken, with initial engagement commencing in December 2017 and events programmed to April 2018, culminating in a six week formal pre-application consultation. Planning application submissions are programmed for July/ August 2018. Pre-application engagement with the LPA and stakeholders is already underway. Detail design of the site access and infrastructure is also progressing to achieve detailed planning application in parallel with the outline application for the masterplan.</p> <p>Partnership arrangements between the land owners are progressing to ensure a credible delivery route for York Central. With further financial modeling undertaken to establish the potential for borrowing to fund the infrastructure delivery.</p> <p>Land acquisitions have been completed with Home England investing significantly on the site; purchasing the Unipart site, surplus land from NRM and a portion of land from NR off Leeman Rd.</p> <p>Legal agreements with WYCA have been signed and WYCA funds drawn down. A project budget to progress the masterplan, infrastructure design and community engagement / consultation work is agreed. A change report has been presented to WYCA requesting that funding is used to progress the alternative access option as approved in November.</p> <p>The LEP Enterprise Zone (EZ) board continues to meet. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is to support the successful delivery of the commercial element of York Central.</p> <p>A complementary Housing Infrastructure Fund bid of c£57m has been submitted and</p>	

determination is awaited.

Future Outlook

- Project Assurance report for Project Board Feb 2018
- Community Engagement work to inform masterplan development
- Masterplan development
- Infrastructure design development
- Formal Public consultation on draft masterplan to commence March 2018
- Partnership arrangements and funding principles to be further developed

Key Risks

Risk (brief description/consequence)	Control/Action	Gross Risk	Net Risk
Partnership with NR, HCA and NRM breaks down leading to failure to unlock site	Establish a senior level Board and formalise via a Memorandum of Understanding with development of the site delivered under the terms of a proposed partnership agreement.	23	23
Inability to attract finance/ investment in sufficient quantity at acceptable levels of risk and return	Consideration of all potential funding routes and securing of appropriate partnership terms. Early market testing, as well as market viability work, to confirm level of interest.	23	19
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	19

Reports To	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board
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Executive Member	Cllr David Carr and Cllr Keith Orrell
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Responsible Director	Neil Ferris – Corporate Director of Economy and Place
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Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
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Papers from other public meetings (e.g. executive, council, scrutiny committee)	Executive November 2017: Access Options and Project Funding http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10193&Ver=4 Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188&Ver=4
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Project Title	Castle Gateway
Reporting Period	January 2018
Description	
<p>City of York Council (CYC) is 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>The council's master planners, BDP, were appointed in the summer, and following a comprehensive review of the areas' planning policies, heritage significance and development constraints they produced a series of ideas for the regeneration of the Castle Gateway. These ideas are also a direct response to the public's development brief for the area which was produced through the My Castle Gateway project that explored how the public would like to see the area developed.</p> <p>These ideas were taken out to public consultation in November through the next stage of My Castle Gateway. This ran until the 22 December with a series of drop in days, events, talks and walks. All of the ideas were available on the council's website at www.york.gov.uk/castlegatewayideas where click-able and interactive maps explained the options and allowed simple online feedback. The debate and feedback also continued across our social media accounts. Every interaction, from post, tweets, Facebook posts and questionnaires, were logged and captured on Flickr www.flickr.com/photos/149815510@N05/albums. This feedback has been used to produce a report on public opinion and to inform the emerging preferred masterplan, and is available here http://mycastlegateway.org/.</p> <p>Monthly meetings of the council's working group, chaired by Neil Ferris, are ongoing to drive the project forward. This group can make decisions within the scope of previously agreed Executive approvals, and reports in to the Executive. The group includes council's legal, property, finance, and planning representation.</p> <p>Work is progressing well at Stonebow House and will complete in Spring 2018.</p> <p><u>Spark: York</u> are on site with a scheme to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. There has been a delay in construction due to an issue with a contractor that led to a re-tendering exercise, but this has now been resolved and the scheme is due to open in Easter 2018 with a tenancy that runs until summer 2020.</p>	

English Heritage have been granted planning permission to construct a new visitor centre as part of wider restoration works to Clifford's Tower to improve visitor numbers and satisfaction. The judicial review of that planning permission was dismissed by the High Court following a hearing on the 3 May. However, there has been a successful challenge to the judicial review's conclusion that there was no right to appeal the decision. We now anticipate that a formal appeal against the outcome of the judicial review will be brought to the High Court. Should that appeal be unsuccessful the Executive have approved the transfer to English Heritage the small area of council owned land needed for the scheme to progress.

Future Outlook

The My Castle Gateway report on the public response to the masterplan ideas will now be used by BDP, alongside commercial viability testing by Deloitte and feedback from the Castle Gateway Advisory Group, to shape a preferred masterplan for the Castle Gateway. The masterplan will produce a high level spatial and land use plan that will be taken to the council's Executive in April 2018, in conjunction with a proposed delivery route. Over the next period the focus will be on refining the preferred masterplan.

Key Risks

Risk(brief description/ consequence)	Control/Action	Gross Risk	Net Risk
<p>Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets.</p> <p>The council fail to develop the best delivery structure for developing out its land assets, or are unable to secure the most advantageous contractual agreements with identified partners. This represents a significant risk to both the Castle Gateway project and the council achieving best value.</p>	<p>It is likely that the council will need to seek external legal support and advice</p> <p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future. Legal are currently conducting a review of the project and identifying what resources are needed and whether this will be internal or external.</p> <p>Procure external legal advice to advise on any potential partnerships and the structures of any deals</p>	21	14
Land assets outside the council's control	Discussions with landowners and developers to facilitate development are ongoing. Discussions	23	19

<p>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>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 consideration for Development Management purposes.</p> <p>The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development.</p> <p>A planning application has been submitted by Northminster for the NCP garage site on Piccadilly for a hotel and apartment development.</p> <p>Steamrock/Oakgate has permitted development rights to convert Ryedale House in to apartments and are preparing a planning application for the Banana Warehouse.</p>		
<p>Failure to provide a realistic timeframe for potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium time period would need</p>	<p>To develop and bring forward a clear vision for the Castle Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment and risk the council wants 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>	20	19

<p>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>To allow informed decisions on the above Deloitte has been commissioned to provide commercial and valuation advice. They are currently completing their development appraisals and valuations for the council land assets.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project.</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice has been procured 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>	21	20

<p>regeneration aims of the Castle Gateway without council investment these may result in the council losing existing and potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails.</p>			
<p>The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.</p> <p>The project can not be delivered and all investment to date on delivering the project form abortive costs.</p>	<p>The council has commissioned external commercial advice and has completed development appraisals for its land assets in the Castle Gateway. This identifies the potential land values and developer profit that is achievable from its development sites which could fund the project.</p> <p>Planning gain contributions are being sought from applications received in the area to help deliver the key infrastructure improvements needed to achieve the vision. However, it should be noted that until the Local Plan is out for consultation, and ultimately adopted, the ability to maximise this funding stream is limited.</p> <p>A bid has been made for funding towards the proposed pedestrian/cycle bridge to the National Infrastructure Productivity Fund.</p> <p>The masterplan process will be an iterative process, with the masterplan options tested at each stage with commercial advisors to ensure that it is broadly deliverable.</p> <p>The preferred delivery model will be worked up in conjunction with that process to ensure it is capable of delivering the masterplan. However, it should be noted that the council's desire to be involved as developer may be key to viable delivery.</p>	<p>23</p>	<p>19</p>
<p>Reports To</p>	<p>Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.</p>		

Executive Member	Cllr David Carr
Responsible Director	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, City of Transport Policy
Papers from other public meetings (e.g. executive, council, scrutiny committee)	<p>Executive July 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive May 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive January 2017 Update on Local plan http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p> <p>Executive October 2017 Minerals and Waste Joint Plan - Submission http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p>

Project Title	Local Plan
Reporting Period	January 2017
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 employment 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 employment sites included must be viable and deliverable; this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	

Current Status	
Amber	
<p>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; • to ask for Members approval of non-housing and employment site specific policies for consultation; and • to request the approval of Members for officers to undertake the necessary work to produce a draft plan based on the recommendations of the Executive for the purposes of consultation along with associated technical papers. <p>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</p> <p>In respect of employment need they decided to accept the updated Employment Land</p>	

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) consultation commenced for 6 weeks starting on 18th September 2017 and ending on 30th October 2017.

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

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

- a background summary of the previous iterations of draft policies and the circumstances which led to the rationale of the Executive decision to approve the Pre-Publication Draft Local Plan for consultation;
- a summary of the present national policy and legislative context, including the “soundness” requirement and potential for Government intervention;
- a summary of responses to the Autumn 2017 Pre Publication Draft Local Plan Consultation; and
- Officers’ advice regarding appropriate responses to the Consultation outcomes.

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

Future Outlook

Members approved the next steps in the production of the City’s Local Plan. Officers will now produce a composite draft Plan and a city-wide proposals map. In addition this document will be accompanied by a range of technical documents which will need to be prepared after the Executive.

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

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
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Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilise 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		
Executive Member	Cllr Ian Gillies is Executive member Cllr David Carr and Cllr Keith Aspden are responsible for leading the process Cllr Nigel Ayre chairs LPWG		

Responsible Director	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Deliverability of York Central
Papers from other public meetings (e.g. executive, council, scrutiny committee)	<p>Executive July 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=91618</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive January 2017</p> <p>Update on Local plan</p> <p>http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p> <p>Executive October 2017</p> <p>Minerals and Waste Joint Plan - Submission</p> <p>http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p>

Project Title	The Guildhall
Reporting Period	January 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	
Green	
<p>This progress update covers the period December 2017</p> <p>Further to the previous highlight report :</p> <p>The project is progressing well with all approvals now 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 	
<p>However project progress has slipped behind programme for the reasons as highlighted :</p>	
Contractor procurement	
<ul style="list-style-type: none"> • ITT documentation (for the stage 1 tender) was issued 25 May 2017 (to 4 contractors) • The ITT stage Bidder Day was held at the Guildhall on 14 June 2017 with individual sessions for each contractor (reduced to 3 where one contractor had withdrawn) • ITT queries were managed via the YorTender portal • The ITT submission date was extended to 19 July (from 5 July) following a request for more time from bidders • Despite this action a further bidder withdrew - citing the project complexity (specifically site access) • Bidder interviews were held 26 July - with the preferred contractor selection confirmed following by 28 July • A further 2 weeks elapsed in clarifying details of the contractor submission before a confirmation letter could be issued - the standstill period effectively taking us to the August Bank Holiday • The preferred contractor was Interserve Construction Ltd. 	

Design / project development

- The Design Team were preparing the final co-ordinated RIBA stage 4 detail design documentation packages for issue to the preferred contractor on 1 Sept 2017 to commence the ECI phase (2nd stage tender)
- **On advice from Turner Townsend - Cost Consultant this was delayed until 2 October - where it was apparent that the design Info would not be fully co-ordinated at that point.**
- The full stage 4 Design Info was issued to ICI on 2 Oct 2017
- ICL began working on the ECI phase - billing
- Initially they were still confident of returning a Target Cost on programme by 18 Dec.
- **However by mid Nov they advised that given the volume of Works Info issued by the Design Team - that they were likely to miss this date.**
- We await a revised programme.
- Marketing of Restaurant unit: Final bids have been received on the Restaurant unit for assessment and decision by 31 January.
- Arrangements for operation / management of the business club / serviced office offer by CYC now in development with FM working group engaged with Design team
- Cross Party member working group have considered and commented on the draft Management Plan for Common Hall Yard and Civic / Council uses - Final draft to be signed off by 31 January.
- Party Wall Surveyors (Cushman Wakefield) appointed to secure agreements as necessary under the Party Wall Act and to facilitate construction access with neighbours as required - processes to secure permissions on track.

Future Outlook

It is appropriate therefore to highlight programme slippage - an updated programme has been requested from the Contractor for the ECI phase and this will inform the next Project Board meeting on 23 January.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Capital costs increase/exceed budget Costs of scheme exceed current budget estimate as scheme is developed in detail Project becomes unaffordable	Project team approach - early contractor involvement - value engineering workshops	23	19
Insufficient revenue income to repay	Soft market testing	23	19

<p>borrowing</p> <p>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs</p>	<p>Robust marketing - selection and assessment process</p> <p>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</p>		
<p>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		
Executive Member	Cllr. David Carr		
Responsible Director	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	Local plan		
Papers from other public meetings (e.g. executive, council, 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>		

Planning application links:

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>

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	January 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>It was confirmed at Full Council on the 14 December 2017 by the Leader David Carr that all contracts are now signed and the project build ongoing.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Start of the pre-construction works as of 2 October 2017 allowing final construction design, site mobilisation and pre-orders for steel and portacabins to go ahead. • Completion of the DBOM and all associated contracts on 16 November 2017. • Site mobilisation and ground preparation started December 2017 with full construction starting 8 January 2018. • Site operational from 8 January 2018 and full construction commencing. <p>The timetable included in the report to Executive in October 2017 highlights the facilities will now 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"> • January 8th 2018 Full Construction start. • Finalisation of the NHS design and service proposal 31 January 2018. • Confirmation of tenants for the commercial and lantern units December 2018. • Site completion April 2019. • Tennant occupation may 2019. • Site operational June 2019. 			
Key Risks			
Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk

<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 Dickinson 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 to the full value expected.</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>	22	18
<p>Project exceeds existing financial parameters agreed under current March 2016 approvals.</p> <p>Would require additional funding from CYC or a change to the approved proposals required. Or alteration of the scheme.</p>	<p>Additional capital investment from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.</p> <p>Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters. Construction retender complete. Costs are currently within approvals and contract close target is 29 September 2017.</p>	19	19
<p>Reports To</p>	<p>Executive, Economic Development and Transport Scrutiny Committee, Project Board</p>		
<p>Executive Member</p>	<p>Cllr. Nigel Ayre</p>		
<p>Responsible Director</p>	<p>Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services</p>		

Dependencies	Yearsley Review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed
Papers from other public meetings (e.g. executive, council, 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%20Executive%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	Digital Services delivery - first phase		
Reporting Period	January 2018		
Description			
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a “My Account? style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>			
Current Status			
Red			
<p>Following the reassurance provided by the independent third party review of configuration, work has continued on the rebuild of back office processes within the new Oracle instance.</p> <p>Work to review and refresh the project plan is underway, including revisiting project priorities, detailed configuration activities and implementation timescales.</p> <p>A ‘Lessons Learned’ exercise has commenced, to review the project to date, reflect on successes and issues, and identify what learning from these can be taken forward into future work in this project and within other projects in the organisation.</p> <p>Recruitment processes have begun to ensure that required resources are added to the project team. These permanent roles will replace the temporary posts within the team.</p> <p>A review of configuration documentation is underway, with a view to implementing new documentation standards for the next phase of the project.</p>			
Future Outlook			
Work will continue on the activities detailed above.			
Key Risks			
Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.	Appoint independent reviewer and complete review.		
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not	Engage with all business areas - stakeholders through a business readiness assessment Business readiness assessments and VSM to be completed by end of Sept.	23	23

ready to implement solution.			
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed.	Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up. Ongoing face to face dialogue with services. CPT to complete knowledge transfer including training material.	17	12
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live.	Ongoing face to face dialogue with services. Complete Business Readiness Assessments.	23	19
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Engage with all business areas - stakeholders through a business readiness assessment. Business readiness assessments and VSM to be completed by end of Sept.	23	23
Reports To	Digital Services Programme Board: Corporate Scrutiny and Management Board		
Executive Member	Cllr. David Carr		
Responsible Director	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	CRM Lagan MDM – Clearcore Govtech Rev's and Ben's		

Papers from other public meetings (e.g. executive, council, scrutiny committee)

Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016
City of York Digital Inclusion

Project Title	ASC – Future Focus
Reporting Period	January 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 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.</p> <p>To be successful this will entail:</p> <ul style="list-style-type: none"> 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; Focusing 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:

Specify and procure for external support and Engage Phase 2 delivery partner.

A report was completed for Procurement, Finance and Legal colleagues in line with Contract Procedural Rules of the council. This report has outlined options to engage a partner to support the Strengths based community led social work approach that underpins Future Focus. The report has passed through its required stages, up to the approval of CMT. This continues the delay of formally appointing the partner, but is not envisaged to have an impact on the overall delivery.

Identify possible locations for Innovation site.

Experience from other local authority areas has shown that it is best to begin the Community Led Strength based approach somewhere that will increase the chances of success, i.e. where there is already significant community activity and where there is support from the local community for social care to work more locally. Based on this the programme proposes to set up one or more innovation sites within one of the areas within which Local Area Coordinators are currently operating – Westfield, Huntington, New Earswick, Heworth or Hull Road. It is important to note that this will have to be discussed and co-produced with the community venue in which we hope to have a talking point. The programme also acknowledges the huge benefit to work alongside other locality based approaches from Housing and Children's Services. A detailed plan has been created to facilitate the setting up and operation of the Innovation site by March 2018 (See next steps).

Continued Fact finding with other local authorities.

Future Focus team along with staff from Adult Social Care have been visiting other Local Authorities to see how they have implemented and developed a community, strength based approach, reducing bureaucracy and paperwork. 'This has been very exciting, seeing the change in action and talking with adult social care teams who are excited about the work they do. We have been in touch with 17 other local authorities who are progressing towards a community led approach similar to that of Future Focus including those who use the same case management systems as CYC, which aids our thinking in terms of best practice configuration.'

Future Outlook

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

1. Receive approvals for innovation site.
2. Identify Systems requirements and dependencies for Innovation Site.
3. Confirm and engage delivery partner.

Receive approvals for innovation site.

A proposal will be taken to the programme board to approve the innovation site based upon demographic data and supporting local provision within that area. This is a key decision to implement the community led strength based approach through face to face contact.

Identify Systems requirements and dependencies for Innovation Site.

The next period will see progress on the mobile technology solutions for the innovation site, including connectivity to allow for information sharing and advice and access to case management systems. Proposals for any changes to the MOSAIC documents to support the new approach will be shared with BI and ICT colleagues for views so mitigate any issues with changes and their impact on data returns.

Confirm and engage delivery partner.

The report and proposal for engagement of the phase 2 external support partner is due back to CMT for decision in January 2018.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<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</p>	<p>An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.</p>	19	14

putting ASC financial Savings plan at risk.			
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 HHASC and uses DMT as its Programme Board.		
Executive Member	Cllr Carol Runciman		
Responsible Director	Martin Ferran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC		
Papers from other public meetings (e.g. executive, council, scrutiny committee)			

Project Title	Outer Ring Road
Reporting Period	January 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	
<p>Amber</p> <p>Activity in December 2017:</p> <ol style="list-style-type: none"> 1. The first phase of the YORR programme (Junction 1 Wetherby Road) has been moving through the WYCA Programme Management Organisations's governance process. This will be considered by the Investment Committee in early January 2018. Discussions are taking place between WYCA and CYC about the approach to the remainder of the scheme to ensure that much of the work done in autumn 2017 is not duplicated in future Final Business Case Submissions. 2. The land issue at Low Fields Farm (see risks) has still not been closed out as the landowners have now changed their requirements to CYC. A solution is being sought which will allow construction of the Wetherby Road junction to proceed in accordance with the programme. Negotiations still continue with the landowners. 3. Invitation to tender for external law firms to provide services to draft a Compulsory Purchase Order are progressing and these will be returned to CYC in early January 2018. 4. Preparations have been made to provide information and invite comments on the design of Junction 1 Wetherby Road through January 2018. A series of exhibitions, leaflet drop and media releases have taken place. Comments will be addressed before the design is put before an Executive Decision Session in March 2018. 5. The project team presented a report to the bi monthly Project Delivery Group (formerly Project Board) which provides governance over operational issues. 6. Preparations are being made for a series of pavement tests across the whole of the targeted junctions. This is to ensure that the current design approach based on NYCC drawings produced in the 1980's is accurate. CYC have very little 'as built' information. 7. An Outer Ring Road Layby report has been commissioned as there are risks that laybys will be removed to comply with current design standards. The report will consider locations, usage and potential new sites. 	
Future Outlook	
<ol style="list-style-type: none"> 1. Commence information sharing, press release and consultation process on the proposed Wetherby Road junction upgrade. 2. Assess results of the consultation process. 3. Evaluate tenders received for the legal support supplier for drafting Compulsory Purchase Orders (CPO's). 4. Progress Wetherby Road junction upgrade through the WYCA Investment Committee. 5. Engage with CYC Delivery Team to plan construction phase in early summer 2018. 	

6. Address traffic and economics issues arising from the submission of the Final Business Case.
7. Resolve land purchase issue at Low Fields Farm.
8. Plan pre-start works i.e. to prevent birds nesting.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<p>Risks associated with land acquisition. There is a high risk that some landowners will be unwilling to sell land to the City of York Council by private agreement, or in a timely manner. This presents a programme risk potentially prolonging the time to complete the overall project, and in turn risks the release of funding from WYCA.</p>	<p>In order to mitigate this risk, preparation of a CPO in parallel to land negotiation is proposed.</p>	<p>20</p>	<p>14</p>
<p>Risk associated with withdrawal of funding for the programme. All projects in the WY+TF Programme are under review by UK Government in order to ensure efficient delivery. There is a risk that funding could be withdrawn by the Centre if targets for delivery are not met by the WYCA as a whole.</p>	<p>The risk level is low at the current time, but it is incumbent on City of York Council to take all necessary measures to play its part and ensure delivery is met. The delivery period extends until the end of financial year 2021-22.</p>	<p>18</p>	<p>13</p>
<p>Risks associated with Planning Approval. Two junction upgrades will require Planning Approval because they present</p>	<p>The risk is estimated to be low at this stage as the overall timescale for the project is adequate and provides sufficient allowance for preparation to avoid this.</p>	<p>14</p>	<p>13</p>

<p>a bigger environmental impact on their surroundings. These are at Haxby Road and Strensall Road. There is a risk that preparation, submission and procuring Planning Approval may delay the programme e.g. ecology surveys can only be done at certain times in the year.</p>			
<p>Reports To</p>	<p>Transport board, Project Board and Lead Member Board</p>		
<p>Executive Member</p>	<p>Cllr Ian Gillies</p>		
<p>Responsible Director</p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p>Dependencies</p>	<p>LTP4, Local Plan</p>		
<p>Papers from other public meetings (e.g. executive, council, scrutiny committee)</p>	<p>Executive West Yorkshire Transport Fund – 24 November 2016</p>		

Project Title	Housing Delivery Programme
Reporting Period	January 2018
Description	
The accelerated delivery of mixed tenure housing across multiple sites in the city.	
Current Status	
Green	
Two reports were considered by Executive on 7th December. Following these recommendations, progress has been made in the following areas:	
<ol style="list-style-type: none"> 1. A new position of Commercial Project Coordinator has been offered and accepted. This role is to support the Commercial Project Manager in delivering the Housing Delivery Programme. The successful candidate is likely to start before the end of January and will provide significant new capacity to take the projects forward. 2. The process of appointing a financial and tax advisor has advanced. A brief was prepared and agreed by the Housing Delivery Board and is now out to tender. This resource will be used to provide the authority with the knowledge it requires in order to agree the structure and operation of the Housing Development Company to ensure it is as effective and efficient as possible and complies with all relevant legislation. 3. Discussions are on-going with a number of recruitment consultants regarding the appointment of a suitably qualified and experienced person to help guide the team through the process of establishing the company and producing a five year business plan. This person would act as an Interim Managing Director. 4. Support has been provided to Homes England and their consultants who are undertaking due diligence on a number of sites in the city which may be offered strategic support as part of their aim of speeding up housing delivery through the Accelerated Construction Programme. 	
Future Outlook	
The financial and tax advice tender returns will be assessed and the successful company appointed as our advisors for a bespoke piece of work. This will then feed into discussions about company structure, with a workshop held with both financial and legal representatives.	
A specification will be agreed with the Housing Delivery Programme Board regarding the recruitment of an Interim Managing Director. This will then be taken to the market and a shortlist of potential candidates with relevant experience created prior to any formal recruitment process.	
Conversations will continue with Homes England regarding any potential resource allocation as part of the Accelerated Construction Programme.	
The planning applications for Lowfield will be considered by Planning Committee, with any	

outstanding issues to be discussed and agreed with Planning Officers and other colleagues prior to a decision being made.

A planning application for replacement sports pitches at the Askham Estate will be submitted in the next few weeks.

A financial model will start to be constructed in the creation of a five year business plan for the company.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Reaching agreement over the correct commercial partner to deliver housing	Soft market testing. Obtaining legal and procurement advice.	19	19
Housing market fluctuations. A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.	Robust market testing and analysis. Maintaining control over costs.	19	14
Planning permission	Resident and Ward Councilor 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.		
Executive Member	Cllr, David Carr and Cllr. Sam Lisle		
Responsible Director	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Papers from other public meetings (e.g. executive, council, scrutiny committee)	<p>March Executive meeting – approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311</p> <p>December Executive meeting – Establishing a Delivery Module and the Scope of the Programme http://modgov.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p>		

December Executive meeting – Delivering the Lowfield Scheme
<http://modgov.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf>

Project Title	Specialist Therapeutic Short Breaks
Reporting Period	January 2018
Description	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> 1. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. 2. Expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and 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> <ol style="list-style-type: none"> 1. Invest capital in developing a 'Disability Centre of Excellence' which has the potential to be a leader in innovative practice both regionally and nationally 2. Make York Home for more disabled children and young people by reducing out of Area placements 3. Develop and invest in service provision in order to generate future savings and income generating potential 4. 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 behavioral 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
<p>Project planning</p> <ul style="list-style-type: none"> • Feasibility work will be completed within agreed timescales and under budget. • Paper will be presented to Council Executive on 25 January to seek agreement for: <ol style="list-style-type: none"> a. the business case b. to progress to implementation, and c. capital expenditure required for full implementation <p>Consultation and engagement</p> <ul style="list-style-type: none"> • Lead and Ward Councilors have been briefed and consulted on plans, progress and next steps • Report has been presented to CMT and CMT Portfolio Holders • All consultation feedback from parents, staff and partners has been collated, consolidated and feedback to Specialist Design Consultants

- Schedule of Accommodation has been scrutinised by front line practice and feedback has been given to Specialist Design Consultants

Business case

- Business case has been challenged and scrutinised by Children Services and Corporate finance.
- Staff changes and developments that are required to deliver the new way of working have been drafted and HR has been consulted about the process of implementation.

Land option

- Preferred site and layout option has been agreed and will be recommended to Executive
- Significant discussions have taken place with Ebor Academy Trust and Hob Moor School about potential co location options
- Discussions have taken place with CYC Education, legal and finance about potential changes to the land transfer to Hob Moor School as part of their Academy conversion. This has been done to maximise flexibility and opportunity to potential building plans post academy transfer.
- The implications for different options on green space, traffic / transport and community access have initially outlined and presented to ward Councilors

Future Outlook

If Council Executive agrees proposed recommendations the following will take place in the next period / month.

- Communicate decision to all stakeholders and partners
- Develop and agree next stage project implementation plan
- Contractually agree designer to deliver next stage of planning and development
- Start to initiate the planning process via pre application discussion

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
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. Financial modeling for future plans developed from the start and scrutinised by PB.	20	19
Key stakeholders are not adequately engaged with the	Key stakeholders part of Project Board. Additional meetings arranged to consult and involve specific stakeholders.	14	13

feasibility work and development plans e.g. Health, Adult services, ER / NY			
Reports To	Project Board chaired by Eoin Rush and CEC DMT		
Executive Member	Cllr Stuart Rawlings		
Responsible Director	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies	None		
Papers from other public meetings (e.g. executive, council, scrutiny committee)			

Project Title	Provision of School Places 2017-2023
Reporting Period	January 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	
Green	
<p>The project has now entered a communication and consultation stage phase. Following meetings in late 2017 with colleagues from the Department of Education to discuss;</p> <ul style="list-style-type: none"> • place planning priorities and methodology • consultation on admissions policies and • numbers for the 2019/20 school year <p>The project will in early 2018 confirm these admissions policies and numbers by the statutory deadline of 28 February and commence communication with education providers, starting with local schools and academies in the city.</p> <p>The York Schools and Academies Board (YSAB), a strategic partnership of the local authority, schools and those multi-academy trusts with a presence in York are being briefed and consulted in January 2018 on the pupil place planning strategy and CYC approach. All schools and academies will in the coming weeks also be provided with forecast information as of January 2018, and together schools, academies and the Council will jointly start to identify potential solutions.</p> <p>Conversations have also taken place with colleagues in the Department for Education involved in the academisation process. Conversations continue in order to ensure that schools converting to academy status have the correct total site capacity stated in their funding agreements, with the Department committing to working with CYC and academies to amend any existing funding agreements as required.</p> <p>Forecast data has now been refined further by the CYC Strategic Intelligence Hub, including changes in some data variables since the dataset that was previously submitted to the Education and Skills Funding Agency in 2017. This raw data has been provided with some context and high-level analysis by officers working in School Place Planning.</p>	

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

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

As these forecasts also include data on the capacity of schools, which is subject to ongoing revision through discussion with schools and academies, the work-stream of the project to assess school capacity across all existing schools continues into a second level of assessment. Here officers plan and conduct site visits to assess the size of each school's estate and from these visits, recalculate and revise data held by CYC re: the capacity of existing school buildings.

Schools and academies have been categorised in one of three categories, A, B and C with those rated highest being those schools and academies that were identified as potentially having more capacity than their current net capacity assessment and/or funding agreement indicated. Category 'A' schools were prioritised in the schedule of visits and all A-rated schools have now received site visits from schools buildings officers. A further schedule of site visits for category 'B' and 'C' schools continues. Site visit data has started to be confirmed and signed off by schools and academies. Newly calculated capacity figures have identified some current and potential teaching spaces that may be available, or can be recommissioned from alternative uses. Where queries have been returned these are being followed up with schools prior to signing off capacity figures. It is still envisaged that all B-rated schools and academies will be visited or reviewed over the first half of the school year.

Outline commitments of Basic Need funding have been made for those high-level priority areas that future spending will need to address. It is likely that only one scheme will be required for additional places for the 2018/19 and 2019/20 school years. Once options have been identified for further schemes, these will be submitted onto the Forward Plan and progressed through the Executive Member or Executive processes.

Future Outlook

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

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

Further engagement with stakeholders and Members will be planned throughout the course of the project. A project group continues to review actions and risks in an increasing number of work-streams arising from the project.

Where there are places that may be required for the start of the 2018/2019 school year, in planning areas that require additional permanent or bulge (temporary) accommodation, these will be advanced separately to the main body of work for the period up to 2022/23.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.	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
The project delivers a sufficient number of new places before these places are required by residents, leading to under subscription of other schools.	Engaging with stakeholders (schools/MATs/DfE/developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA then actively manages any increases in supply across relevant planning areas to minimise significant under subscription at existing schools.	19	13
The project delivers a sufficient number of places but with a cost per place that is too high - stretching the ability of funding to meet all needs.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
Reports To	Children, Education and Communities Directorate Management Team meeting		

Executive Member	Cllr Stuart Rawlings
Responsible Director	Jon Stonehouse – Corporate Director of Children Education and Communities
Dependencies	None
Papers from other public meetings (e.g. executive, council, scrutiny committee)	

Project Title	Allerton Waste Recovery Park
Reporting Period	January 2017
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	
Green	
<p>The commissioning phase is nearing completion and the facility has been operating for the required continuous days, with the required volumes of Waste in order to fulfill the requirements for the sign off for each of the components. During commissioning there has been the expected process issues and equipment failure, but these have been managed within the parameters of the project and the contract. The outstanding item in terms of take over testing is the Anaerobic Digester (AD).</p> <p>The 28 day Take Over Test began for the AD on 22 January 2018. This test is based around throughput and Amey are currently demonstrating that the facility is capable of meeting 90% of the proposed 40,000tpa throughput.</p> <p>The conditions in the AD tank are being optimised and the process is generating renewable electricity. Amey are proposing beginning the test with a lower throughput and increasing waste inputs to achieve the required capacity during the early stages of full service.</p> <p>Any risk of a delay in full service commencement is with the contractor as the cost per tonne of waste during the commissioning period is lower than the Unitary Charge (the fixed cost to the council over the 25 year period) after full service commencement. It is therefore in the interests of the contractor to resolve any issues as quickly as possible and move into full service commencement.</p> <p>Further work undertaken on the partnership between NYCC and CYC is moving forward and an update will be presented to Executive on the 15th March (this date has changed so approvals can be aligned with NYCC colleagues).</p>	

The transfer station at Harewood Whin has functioned well during the commissioning period and work is ongoing between the NYCC, CYC, Yorwaste and Amey to ensure that the waste delivered to AWRP can be processed as efficiently as possible. The commissioning period has required CYC refuse collection vehicles to tip at the transfer station and at the landfill site and an exercise is ongoing to ensure related performance data can be reconciled. Once full service commences in February all waste will be tipped at the transfer station for onward transport to Allerton Park.

Future Outlook

It is expected that the commissioning period will come to a conclusion in the next period and this will lead to full service commencement in February.

Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	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. Process now nearing completion and will be ready for agreement in the autumn.	19	14
Residents don't see the benefits of the Waste strategy.	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy. Key communications staff key into the project. Work ongoing with the contractor on educational programme.	15	14
Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency, impact on collections and increased costs, reputational issues with collection authorities and residents.	Work with collection authorities to develop a strategy and delivery plan. Implementation now nearly complete.	23	17
Change Management - Changes in government and/or	Change processes in the schedule and contract, external legal advisers in place, quarterly review of waste law list by external technical advisers,	22	13

government policies/legislation resulting in financial challenges	Ongoing monitoring of waste law list and advisers will highlight any substantial changes which results in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.		
Reports To	The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.		
Executive Member	Cllr Andrew Waller		
Responsible Director	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Papers from other public meetings (e.g. executive, council, scrutiny committee)			

Project Title	Older Person's Accommodation (ASC)
Reporting Period	January 2018
Description	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:

- 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.

These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.

Current Status

GREEN

Glen Lodge Extra Care scheme

1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is complete. The completion date was three months later than originally planned because of agreed additional works to the existing entrance area, poor weather over the winter, difficulties securing utility connections and poor organisation of finishing works by the contractor.
2. To date 16 residents had moved in. Four apartments and one bungalow will be used for Step-down Care over the winter. The remaining four apartments will be let and occupied in early 2018.
3. The team now focuses on fully mobilising the service and integrating existing and new residents, ensuring we give life to our vision of creating a safe and welcoming community for those who live independently but need care.

Burnholme Health & Wellbeing Campus

1. Construction of The Centre @ Burnholme [library and community facility] is progressing well. The existing building and the new extension is being prepared for first fix with external walls up and the roofs water tight. The new car park to the east of The Centre is complete. Work has re-started on the construction of the access road although cost responsibilities are still under negotiation. The Centre is still on target for completion in May 2018.
2. Our partner Ashley House has received planning consent for the Care Home @ Burnholme and plan to begin construction in February 2018.
3. Executive have agreed to sell land to Priory Medical Group to accommodate their c4,000 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 Q1 2018 to seek views and comments. They plan to re-locate GP services from three centers, bringing them together at Burholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves.

4. We have begun to engage GLA, the Council's leisure operator, in planning the future of the sport facilities at Burnholme.

Oakhaven Extra Care Facility

1. Ashley House has appointed a Housing Association partner to be involved in the management of the Oakhaven Extra Care Scheme.
2. They have sought planning guidance on their proposals and expect to submit their plans in Q1 2018. Before these are submitted we will hold a public engagement event.

Marjorie Waite Court Extra Care scheme

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court extension. This will deliver 29 new apartments, four new bungalows, a 172 m2 community facility and enhancements to the facilities of the wider complex. It will include homes to rent and homes to buy.
2. The planning application for this work has been submitted. These plans were well received during tenant and neighbour engagement in December.

Lowfield re-development

1. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and public open space and community & self-build was submitted in October 2017 and is expected to be considered by the Planning Committee in the Spring of 2018.
2. Executive have agreed that the Council should be the developer of the Housing on the site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
3. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Exclusivity Agreement for Sale.
4. Executive have 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 the works is being prepared and we have met with the Football Federation and Sports England, who support the proposals. This will ensure that replacement provision is available allow the re-development of sports pitches at Lowfield. A public engagement event will be held on 24th January 2018.

Existing Older Persons' Homes

1. Consultation with residents, relatives, staff and potential partners at Haxby Hall is concluded and we will report this to Executive in January 2018 and await their decision regarding procuring a partner to take over the provision of services at Haxby Hall.

2. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work was planned to begin in Q1 2018. However a judicial Review of the planning decision has been received and following the submission of our initial response we are currently awaiting the decision as to whether the Review will be allowed.
3. The proposals to deliver 33 apartments on the Grove House site has been approved by the Area Planning Committee and sale of this site will now proceed.
4. McCarthy & Stone are progressing well with the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.
5. Bids for the purchase of the Willow House Older Persons' Home on Long Close Lane, Walmgate are being pursued although one developer, who planned student accommodation on the site, has withdrawn and, therefore, we will seek further "best and final offers" from the remaining bidders prior to concluding the matter. These bids will be considered by the Executive in February.
6. Woolnough House older persons' home will close in November 2017, with residents moving safely to new accommodation. We are exploring housing options for the re-use of this site. Meanwhile we will demolish the building.
7. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation. All residents will have moved out by the end of January 2018. Executive also agreed that the site should be used for the Centre for Excellence for Disabled Children and their families and, should this use not be feasible, for housing use and should this use not be possible, then for the site to be sold forthwith in order to generate a capital receipt to support the wider Older Persons' Accommodation Programme.

New Independent Sector Care Home provision

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

New Independent Sector Extra Care provision

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by Q2 2019 and work will continue until late 2020.

2. The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We agreed nomination rights to a proportion of these homes. Area Planning Committee approved this application when they met in January 2018.

Future Outlook

- a. Residents will continue to move into the new accommodation at Glen Lodge and a focus will be given to creating the therapeutic community that is desired.
- b. Lessons learnt from the design and construction of Glen Lodge will be applied to the design of Marjorie Waite Court.
- c. Work will continue on the construction of The Centre at Burnholme.
- d. Public engagement events will be held to seek views on the proposed Health Hub at Burnholme.
- e. Construction of the Care Home @ Burnholme will begin early in 2018.
- f. We will tender building works for the Marjorie Waite Court Extra Care extension.
- g. Public engagement events will be held in Q1 2018 to seek views on the design of the Oakhaven Extra Care scheme and, following that, a planning application will be submitted.
- h. A public engagement event will be held in January to seek views on the proposed football pitches at the Askham site and, following that, a planning application will be submitted.
- i. The remaining residents at Windsor House will safely move to new accommodation during January and February and the house will be closed.
- j. In January 2018 we will seek Executive consent to begin procurement of a partner to take over Haxby Hall older persons' home.
- k. In January 2018 we will achieve vacant possession of the Fordlands Care Home and move to conclude the sale to Octopus Healthcare so that they are in a position to begin construction. We will engage in the Judicial Review process and support the progression of this development in a timely manner.
- l. Determination of the applications for the Green Lane Care Home will take place early in 2018.

Key Risks

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

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

1. The award or not of HCA grant for the Glen Lodge extension. Should grant not be

forthcoming CYC will use RTB receipts or Section 106 "commuted" sums in its place.

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

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

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
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. Modeling of predicted care levels to look at effect of the provision of different numbers of care places by type. Good progress has been made in delivering a range of accommodation with care options across the city.	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		
Executive Member	Cllr. Carol Runciman		
Responsible Director	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Deliverability of York Central		

Papers from other public meetings (e.g. executive, council, scrutiny committee)

Executive July 2016

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

Executive October 2015

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=8842&Ver=4>

Executive July 2016

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

Executive November 2016 (Willow house OPH)

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

Older Persons' Accommodation Programme Update – December 2016

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

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

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

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

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

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

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

Executive August 2017

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

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

A Further Phase of the Older Persons' Accommodation

<http://democracy.york.gov.uk/documents/s116713/Executive%20031st%20August%202017%20Woolnough%20House%20Older%20Persons%20Home.pdf>

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 November 2017

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

[http://modgov.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%](http://modgov.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf)