

Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

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

Detailed updates

Project title	Older Persons' Accommodation Programme
Reporting period	July 2018
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none">• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;• progress with plans to build a 27 home extension to Glen Lodge;• seek the building of a new Extra Care scheme at Oakhaven in Acomb;• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
<p>This report now includes the Burnholme Project</p>	
<u>Glen Lodge Extra Care scheme</u>	
<ol style="list-style-type: none">1. Glen Lodge is now open and operational. The flood damaged flats have now been let. We are moving into normal letting and re-letting.2. Using Glen Lodge as their focus, Housing LIN are undertaking a "lessons learnt" exercise which will examine the service delivery models used and integration between service activities, specifically housing and care services. The review is going well and their report expected by summer 2018.	
<u>Burnholme Health & Wellbeing Campus</u>	

3. The Centre @ Burnholme [library and community facility] is complete and opened to the public on 23rd June 2018.
4. Our partner for the Care Home @ Burnholm has appointed their builder and plan to begin construction in July 2018.
5. Priory Medical Group continue to progress their plans for a 4,000 m2 health hub. They plan to re-locate GP services from three centres, bringing them together at Burnholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves engaging Health Watch. They continue to work on the funding plan for the development.
6. Executive at their meeting in July will be asked to agree the investment of £2.45m in works and the management arrangements for the Sports facilities @ Burnholme.

Oakhaven Extra Care Facility

7. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme.
8. Public engagement events in March 2018 have demonstrated support for their proposed building while also revealing some concern regarding size and position on the plot. The size of the building is determined by the need to have at least 50 apartments on site. Ashley House will now decide whether they wish to proceed to the submission of a planning application and, before doing so, will meet with the Head of Planning in July.

Marjorie Waite Court Extra Care scheme

9. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29 new apartments, four new bungalows, a 172 m2 community facility and enhancements to the services in the wider complex. It will include homes to rent and homes to buy.
10. The planning application for this work has been submitted and is expected to be determined in July 2018. Meanwhile, tendering for the construction work has begun and is expected to conclude in August 2018.

Lowfield re-development

11. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and

public open space and community & self-build was submitted in October 2017 and is expected to be considered by the Planning Committee in July 2018.

12. Executive agreed that the Council should be the developer of the Housing on the site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
13. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Exclusivity Agreement for sale. Yorspace have secured grant to progress their proposals and will be ready to seek consent to proceed once outline planning consent is secured.
14. Executive has noted the progress being made to deliver new football pitches at the Ashfield estate and agreed that we can engage in a Community Asset Transfer to secure their long term use. The planning application for these works has been submitted and we have submitted a funding application to the Football Foundation for a contribution to the cost of works. Procurement of the works is under way and is expected to conclude in June 2018. The planning application is expected to be determined in July 2018.

Existing Older Persons' Homes

15. Executive in January 2018 agreed that we should procure a partner to take over the provision of services at Haxby Hall. This procurement has been launched and will conclude in the summer of 2018.
16. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work was planned to begin in Q1 2018. However, a request for a Judicial Review has been allowed and the hearing is scheduled for 16 and 17 July 2018. However, preparatory works continue. Members have confirmed their commitment to continue with the preparatory work. A duplicate planning application will be considered by Committee in July 2018.
17. The proposal to deliver 33 apartments on the Grove House site has been approved by the Area Planning Committee and sale of this site has now concluded.
18. McCarthy & Stone are progressing well with the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 34 retirement apartments. The scheme will be officially opened by Cllr Runciman in July 2018.
19. Executive in February agreed to sell the Willow House Older Persons' Home site on Long Close Lane, Walmgate, for £2,75m to a developer who will use the site for residential dwellings.

20. Woolnough House older persons' home was closed in November 2017, with residents moving safely to new accommodation. The building is suffering vandalism and we therefore plan to demolish it while we await the decision on future use.
21. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation. All residents have moved out and we are in the process of closing down the services on site. Executive also agreed that the site should be used for the Centre for Excellence for Disabled Children and their families. Enabling works necessitates the moving of the boiler that heats Lincoln Court next door, and this work will be combined with other improvements to Lincoln Court, subject to Member approval of the investment. Executive have approved the investment plans for Lincoln Court and we expect to submit the planning application for the works in July 2018.
22. Morrell House older persons home is now closed with all residents and staff moving safely to other locations. This is the last and final home which is scheduled to close. We will now "mothball" the building for a period of time until it is decided whether it is needed to provide temporary accommodation to assist the Haxby Hall redevelopment.

New Independent Sector Care Home provision

23. The Chocolate Works care home has opened, providing 90 care beds. The operator is slowly letting bedrooms so as to ensure a steady step up of service. The Council have purchased some beds including accommodation for residents moving from Morrell House.
24. The plan to build a 76 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs was approved for consent by Planning Committee in October 2017. However, a challenge to that decision meant that the Committee refused the application when they met in December 2017. The applicant has submitted an appeal to the decision to withhold consent.
25. An application to build a 66 bed care home on Green Lane in Clifton has been approved by the Planning Committee in January 2018. Construction has begun.

New Independent Sector Extra Care provision

26. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by

Q3 2019 and work will continue until late 2020.

27. The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We agreed nomination rights to a proportion of these homes. Area Planning Committee approved this application when they met in January 2018. Work is expected to begin later this year.
28. Developers have discussed care home and extra care opportunities on sites elsewhere in the city.
29. We will engage with the York Central team to evidence the need for and benefits of accommodation with care for older people in this area.

Future outlook

1. Subject to Executive agreement to investment and management at their meeting at the beginning of July, we will carry out public engagement on plans for the refurbishment and extension of sports facilities at Burnholme in July and submit the planning application shortly after.
2. Construction of the Care Home @ Burnholme will begin in July.
3. The planning application for the Marjorie Waite Court extension will be considered by Area Planning Committee in July. Subject to that consent, in August we will appoint the builder for the works and, meanwhile, we will carry out preparatory enabling works.
4. The planning application for the Lowfield Green development, including an outline consent for a new care home, will be considered by Planning Committee in July. Subject to the award of consent, we will procure a builder to begin work on the site. We will also begin the procurement of a partner to deliver a care home on site.
5. The planning application for the football pitches on the Askham Estate land will be considered by Planning Committee in July.
6. Following further tenant consultation in July we will submit a planning application for the improvement and extension of Lincoln Court.
7. We will agree next steps for Oakhaven.
8. We will conclude the Haxby Hall procurement.
9. The judicial review of the Fordlands planning consent will conclude in July.
10. The planning appeal for the care home at Carlton Tavern will progress.
11. The Glen Lodge review will conclude in the summer.

The report on the further phase of the Older Persons' Accommodation Programme will be circulated for discussion in late June 2018 with the intention of taking it to Executive in September 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.

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

Risk (brief description/ consequence)	Control/action	Gross	Net
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	2
Project does not deliver the right number and type of care places required by the City.	Regular market review. Modelling of predicted care levels to look at effect of the provision of different numbers	19	6

Needs remain unmet.	of care places by type.		
Increase in interest rates would impact negatively on borrowing.	Use of capital receipts rather than borrowing. Use of capital receipts rather than borrowing.	19	8
There is insufficient funding to deliver all of the elements of the project.	Sale of vacant OPH sites and land at Burnholme. Alternative sources of funding to be identified and secured in order to achieve full project.	19	1
Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.	Careful pre-planning consideration of likely objections and possible mitigations. Use of skilled advisers and pre-planning engagement in order to hear and explain.	20	19
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive October 2015 - Grove House and Oakhaven Older Persons' Homes http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive December 2016 - Older Persons'</p>		

Accommodation Programme Update

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

Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme

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

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

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

Executive March 2017 - 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

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

Executive August 2017 - A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4>

Executive September 2017 - Demonstrating Delivery of the Older Persons' Accommodation Programme

<http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf>

Executive October 2017 - Disposal of Willow House, Walmgate, York

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

Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home

<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20fu>

ture%20of%20Windsor%20House.pdf

Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home

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

Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018 - Update on Older Persons' Accommodation Programme

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

Executive February 2018 – Disposal of Willow House

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4>

Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4>

Executive April 2018 - Deciding the Future of Morrell House Older Persons Home

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4>

Project title	York Central
Reporting period	July 2018
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>	
Current status	
AMBER	
<p>A draft design freeze set of parameter plans and illustrative masterplan (informed by extended community consultation, consultee liaison and pre-application engagement) has been endorsed by the CYC Executive. Preparation of Outline Planning Application for full teardrop site and full application for phase 1 infrastructure (including infrastructure design to RIBA stage 3) continues and submission is now programmed for early August and Late September respectively.</p> <p>Procurement by CYC of infrastructure delivery partners is progressing, with the procurement strategy agreed. The design of the access road and bridge, and relationship with Millennium Green continues to develop. The draft design freeze presents an alignment which does not require additional Millennium Green land, but proposes landscaping to the infrastructure boundary on land which would remain within the lease.</p> <p>Partnership discussions are continuing and a Memorandum of Understanding has been agreed at executive. Co-development work on the Housing Infrastructure Fund bid has commenced and a submission date of 10.9.18 for business case is targeted. Work to progress the west yorkshire + transport fund project components is continuing, and public consultation on the works to the railway station frontage (a linked but separate project to York Central) has now concluded.</p>	
Future outlook	

Partnership discussions will continue and a Memorandum of Understanding has been agreed at executive. Co-development work on the Housing Infrastructure Fund bid has commenced and a submission date of 10.9.18 is targeted for the business case. Work to progress the west yorkshire + transport fund project components is continuing.

Key risks

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

taking place in a piecemeal manner, if at all.			
Large-scale infrastructure interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.	Detailed design of core infrastructure is currently underway; this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.	22	17
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr Ian Gillies and Cllr Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 – York Central and Access Project http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 - Consultation on access options http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Third party acquisitions http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf</p> <p>Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/documents/s115798/York%20Central%20Uupdate.pdf</p>		

	<p>Executive November 2017 - Preferred Access Route and Preparation for Planning http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</p> <p>Executive March 2018 - York Central Access Construction http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive June 2018 – Masterplan and Partnership Agreement http://democracy.york.gov.uk/documents/s124296/York%20Central%20Exec%20Masterplan%20and%20PA%20June%202018%20V7.pdf</p>
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Project title	Castle Gateway
Reporting period	July 2018
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
AMBER	
<p>Work continues on the preparation of planning applications for work package 1 of the masterplan, principally the multi-storey car park (MSCP) at St George's Field and apartments at Castle Mills. We are currently in the pre-application period with Historic England and the council's development management officers. We are also working with the Environment Agency to ensure the design of the MSCP responds to the flood issues, and are about to commence with preparatory archaeological investigation works.</p> <p>The key challenge to resolve for the detailed design to proceed is the Yorkshire Water sewers which cross both sites. This may require diversions or revised designs to accommodate the necessary easements. It is likely that this will delay to the anticipated planning application submission dates of autumn 2018 due to Yorkshire Water's 14 week statutory response period to any request to divert a sewer. However, contact has been made at strategic director level to try and expedite the process and to consider creative solutions which will minimise the impact on the developments.</p> <p>The demolition of Castle Mills is almost complete. The work is being undertaken by Newby, developers of Ryedale House, in return for a short term lease to use the land as a site compound. This is saving the council £180k, with the site returning to the council once we are in position to commence with the redevelopment.</p>	

In response to English Heritage abandoning their proposed Clifford's Tower visitor centre a report will be taken to the Executive in July withdrawing the previously agreed offer of a long term lease for the council land required for the development. This will not affect other elements of the land deal which formalise the complex land arrangements of Clifford's Tower, allowing the freehold transfer of the section of the motte that is in council ownership but under English Heritage's guardianship, or the short term lease enabling English Heritage to form a site compound for the unaffected restoration works to the Tower and motte. Meanwhile a partnership of English Heritage, the council and York Museums Trust is to be formed to explore other opportunities for a potential visitor centre or shared facilities for both the Castle Museum and Clifford's Tower.

The temporary Rose Theatre on Castle Car Park is now complete and is hosting daily productions of Shakespeare throughout the summer. This is part of the long term strategy to change the car park in to a public space and events area.

We are awaiting the outcome of the Leeds City Region Business Rates Pool to formalise a partnership with York Museum Trust (YMT) and to allow Castle Car Park to host a series of events in the summer of 2019. The partnership funding would allow YMT to bring forward their design work for the Castle Museum in advance of their December 2019 Heritage Lottery Fund bid. This will ensure our shared ambitions can be designed in conjunction. The events element of the bid would allow us to build on this summer's Rose Theatre to continue to promote the perception of Castle Car Park as an events space.

Future outlook

A meeting is scheduled with Yorkshire Water for August to explore options for the sewers that affect both the Castle Mills and St George's Field sites. This will consider diversions or designs which can accommodate the sewers and the required easements relating to them. This is a critical meeting to find solutions to allow the design for the planning applications to proceed.

Site surveys for both sites will begin in July, including topographical, tree and ecological surveys. In addition archaeological monitoring required for the planning application will start this month, with the position of boreholes agreed at both locations with John Oxley.

A meeting has been scheduled with West Yorkshire Combined Authority to

explore the funding options available under the West Yorkshire Transport Fund. The intention is to re-purpose existing funding that was previously secured for projects that are no longer proceeding to pay for the transport interventions in the Castle Gateway masterplan.

Discussions are progressing with Steamrock on the re-gear of the Coppergate Centre lease. This has three elements; an agreement of the financial return to the council for extending Steamrock's head lease; ensuing they invest capital expenditure to improve the Coppergate Centre; and that the masterplan proposals for the rear of the Centre can be achieved. Once terms are agreed they will be taken to the Executive for approval.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Insufficient legal resources and internal experience to support the establishment of a delivery model for the council's assets.</p>	<p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p> <p>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>21</p>	<p>14</p>
<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a</p>	<p>Discussions with other land owners and developers are active and ongoing, and the Executive have asked officers to conduct detailed discussions with Steamrock Capital, the other major landowner in the area, to understand if there is an opportunity and potential to work in partnership. The outcome of this, and alternative delivery models, will be taken</p>	<p>23</p>	<p>19</p>

<p>negative impact on the capital and revenue value of the council's assets.</p>	<p>back to the Executive later this year.</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 have permitted development rights to convert Ryedale House in to apartments and are preparing a planning application for the Banana Warehouse.</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 council commissioned external commercial advice from Deloitte to test the preferred masterplan. This identifies the potential land values and developer profit that is achievable from council owned development sites (£22.5m) which could fund the project, and the cost of providing the new public realm and infrastructure (£30m). It is proposed that the funding gap would be met through a bid to the West Yorkshire Transport Fund and other emerging funding opportunities.</p> <p>Planning gain contributions are</p>	<p>23</p>	<p>19</p>

	<p>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 will be prepared and submitted to the West Yorkshire Transport Fund to finance major junction improvements and highway infrastructure proposed in the masterplan.</p> <p>Future business cases will be prepared for each of the council's development sites to establish the delivery mechanism and strategy for each individual work package.</p> <p>Ultimately, should the full ambition of the masterplan prove to be financially unviable the Executive will have a series of options from seeking external funding, scaling back the masterplan, or the council funding any viability gap.</p>		
<p>Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or reduce the quality of the wider project</p> <p>There will be a number of</p>	<p>A clear masterplan has been approved for the Castle Gateway with defined uses for council owned land assets. The Executive have committed to the next stage of delivery for the first development sites by</p>	<p>21</p>	<p>20</p>

<p>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>creating a capital budget to secure planning permissions for work package 1 and 2.</p> <p>Alongside planning applications for each work package officers will prepare detailed business cases setting out delivery options to ensure that development proceeds once planning permission is secured. Each work package will contain elements of infrastructure and public realm that cost money and development opportunities that will generate a commercial return to help pay for that investment.</p> <p>A report will be taken to the Executive in the autumn of 2018 to seek a capital budget to construct the proposed St George's Field multi-storey car park. This is the first step in delivering the heart of the masterplan by replacing and allowing the closure of Castle Car Park.</p>		
<p>Failure to secure West Yorkshire Transport Funding</p> <p>The key funding strategy to meet the masterplan's viability gap is to seek West Yorkshire Transport Funding for the major highways and transport infrastructure elements of the project. This is</p>	<p>The Castle Gateway masterplan has been raised with WYCA at a strategic level.</p> <p>To mitigate this risk the business case for the funding will be made to the WYTF as a matter of urgency. Whilst some of this risk could be offset by delaying the planning applications until funding has been secured this could lead to</p>	<p>20</p>	<p>19</p>

envisaged to be in the region of £7.5m.	a significant delay (as the WYTF bid process is considerable), but more importantly it would reduce the chance of any bid being successful as deliverability – evidenced by planning permission – is a key criteria in awarding funding. It would therefore improve the chances of a successful bid to proceed with the bid and planning applications in tandem.		
Reports to	Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.		
Exec member	Cllr Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local Plan Policy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 - York's Southern Gateway http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive November 2016 - Land Assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p> <p>Executive January 2017 – Update York Castle Gateway http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</p> <p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</p> <p>Executive April 2018 - Castle Gateway Masterplan http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p>		

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

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

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

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

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

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

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

- a background summary of the previous iterations of draft policies and the circumstances which led to the rationale of the Executive decision to approve the Pre-Publication Draft Local Plan for consultation;
- a summary of the present national policy and legislative context,

including the “soundness” requirement and potential for Government intervention;

- a summary of responses to the Autumn 2017 Pre Publication Draft Local Plan Consultation; and
- Officers’ advice regarding appropriate responses to the Consultation outcomes.

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

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

The consultation ended on 4th April 2018 and a report was taken to LPWG on 2nd May and Executive on 8th May detailing the responses and requesting that Members consider whether the Local Plan should be submitted to the Secretary of State for examination. Members of the Executive resolved to recommend to Council that the Plan should be submitted for examination subject to amendments to the schedule of minor modifications (Annex G) agreed at the meeting regarding pub protection.

At an extraordinary meeting of the Full Council on 17th May 2018 members resolved to submit the Local Plan to the Planning Inspectorate (PINS) for independent examination.

The Plan was submitted to PINS on 25th May 2018. Please see following link;

<https://www.york.gov.uk/LocalPlanSubmission>

Future outlook

The Plan was submitted to PINS on 25th May 2018 and two Inspectors have been appointed to conduct the examination – Simon Berkeley and Andrew McCormack.

It is anticipated that the hearing sessions will commence in September/October 2018.

Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred 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		
Exec member	Cllr. Ian Gillies & Cllr. Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper	Executive July 2015		

<p>if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4 Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4 Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.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 July 2017 http://democracy.york.gov.uk/documents/s115803/Local%20Plan.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> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf</p> <p>Executive May 2018 City of York Local Plan – Submission http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</p>
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Project title	The Guildhall
Reporting period	July 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	
AMBER	
This progress update covers the period to 11 July 2018.	
Statutory Consents / Approvals	
<ul style="list-style-type: none"> • Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE • Planning and LBC approvals granted 16 Feb 17 • Executive approval for scheme delivery 16 Mar 2017 • Full Council approval of budget requirement 30 Mar 2017 • Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery. 	
Project Progress	
<p>In response to the 8 May Executive approval a revised project programme was prepared for Project Board Approval on 15 June covering the re-design and re-tender process, subsequent to the board meeting the programme was found to be inaccurate regarding timescale for the Quantity Surveying pretender activities, coupled with a failure of the Architectural Principle Designers failure to achieve the agreed date for production of information the programme has slipped significantly.</p>	
An action sits with the APD to submit a programme for production of	

information by Friday the 13th of July 18.

Future outlook.

Programme for the procurement phase is to be drafted on receipt of the timescale advice from the Principle Designer.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Capital costs increase/ exceed budget. Costs of scheme exceed current budget estimate as scheme is developed in detail.	Project team approach - early contractor involvement - value engineering workshops	23	19
Insufficient revenue income to repay borrowing. <ul style="list-style-type: none"> Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit. Project is unviable or requires additional council revenue to underwrite borrowing costs. 	<ul style="list-style-type: none"> Soft market testing Robust marketing - selection and assessment process LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC 	23	19
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> No offers at expected value Failure to agree heads of terms 	Soft market testing Robust marketing - selection and assessment process, may require re-marketing	23	18
Reports to	Executive, CSMC, project board		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		

Dependencies	Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</p> <p>Executive May 2018 The Development of the Guildhall Complex http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</p>

Project title	Community Stadium
Reporting period	July 2018
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
GREEN	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Site mobilisation and ground preparation started December 2017. • Site operational from 8 January 2018 and full construction has begun. • Pile mat complete. • Piling complete as of March 18. • Superstructure now complete across the commercial buildings. • Superstructure complete on the leisure building. • East stand superstructure is progressing well and will be complete within weeks. • Foundations are complete across the South, West and North stands. • Construction and the project are progressing well and on schedule. <p>The timetable included in the report to Executive in October 2017 highlighted that the facilities will be complete and open by Summer 2019.</p>	
Future outlook.	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Superstructure for the North, South and West stands until December 2018. • Completion of the road and connections build by December 2018. 	

- Confirmation of tenants for the commercial and lantern units by April 2019.
- Confirmation of sponsorship and naming by Spring 2019.
- Site completion May 2019.
- Commercial tenants fit out January 2019 to June 2019.
- Stadium and Hub Tenant fit out May/ June 2019.
- Site open and operational end of June 2019.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
YFCF go out of business before the stadium is operational	<ol style="list-style-type: none"> 1. Deliver project without delay to ensure all legal agreements signed become active at point of occupation. 2. Ongoing review of accounts of YFCF as part of proposed occupancy agreement. 3. Mitigating CYC's financial exposure as part of risk transfer to bidders. 4. Ongoing project meetings with YFCF to review position 5. Ongoing review of clubs financial position and accounts. 	19	19
Not realising estimated commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> 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>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>	19	19
Failure to find tenants for	Tenant for the lantern is at	19	18

the Lantern unit and commercial unit	<p>agreement for lease and awaiting legal sign off. Commercial agents have been appointed for the commercial unit.</p> <p>Mitigation is to find tenants. Failure will leave the revenue model at risk.</p>		
Failure to find a sponsor for the stadium naming rights	<p>Ongoing discussions with a number of potential sponsors.</p> <p>Mitigation is to find a sponsor. This is progressing well at present.</p>	14	14
Project exceeds existing financial parameters agreed under current March 2016 approvals	<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.</p>	19	19
Reports to	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
Exec member	Cllr. Nigel Ayre		
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	Yearsley review. The continued operation of Yearsley is Potentially linked to the DBOM contract proposed.		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny	<p>Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4</p> <p>Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</p>		

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

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

Current status

GREEN

Actions progressed this period are:

- a. Progress, Stage 1 restructure of staff teams
- b. Leadership day
- c. Mobile working
- d. FF staffing issues
- e. Carers talking Point

f. Evaluation & Benefits report

Progress update this period

Progressing restructure of staff

Meetings have been held with senior managers to show level data demand and potential staff requirements. The management and staff changes required to realise this first stage of structural transformation will commence in the next period. The working group met in June and will continue to progress throughout July to complete stage 1, bringing together the CAAT and Long Term Team.

NDTi led Leadership day

Senior managers from across ASC team were invited to a leadership day led by our partner NDTi. The day engaged the current service manager group focusing on their strengths and skills and capturing what's currently helping and hindering the leading of Community Led Support. Defining the leadership role in embedding 'CLS' - what's our personal responsibility and what needs doing now, later, what do we need others to do and what support do we need to ask for. This is a key piece of work for benefits realisation and continued sustainability of the changes.

Mobile working delivery plan

Working with ICT the project team have devised a delivery plan to refresh the current stock of phones and devices to enable secure and efficient working for all staff operating within the CLS model. The first teams have commenced ordering new kit in this period and will continue ordering throughout the next reporting period.

FF staffing:

Appointments will be made to replace the two staff within the FF team (one maternity leave and one retiree). Expected dates of the staff to take up these posts are mid-July and August. The appointment of a summer intern to progress the evaluation work, undertake some analysis of duty systems and prepare aspects of the project closure and evaluation report has taken place and the intern is due to start 10th July.

Carers talking Point

In keeping with our collaborative approach to providing carers support, staff from CYC and the York Carers Centre jointly ran a full day appointment based clinic for carers in their local area. Drawing from this day, the plan is

to run monthly carers clinics at various community venues whilst also ensuring that carer support is effectively linked into our current and future Talking Points.

Evaluation and Benefits realisation preparation.

The project evaluation report and benefits realisation report was commenced and an interim analysis of the 3 months of Talking Points in CLS was taken to CMT and Portfolio Holders. The foundation of the report was against the original design principles of 3 beneficiaries of the project outcomes: the customer, the organisation and the staff and comprised of the collated case studies and customer feedback.

Future outlook

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

- a. First appointments at Oaken Grove.
- b. Carers Talking Point.
- c. Progress Stage 1 restructure.
- d. Design Peer Forum methodology for tracking and governing package spend.
- e. 1st Mental Health Talking point Hub and linked process.
- f. Agree potential all TP catchment areas.

Actions and activities planned for the next period are:

First appointments at Oaken Grove.

Following the customer engagement session taking place at Oaken Grove, Haxby to speak to people about a preferred location and timing of the sessions it was decided that the 2nd Talking Point would be at Oaken Grove. The site will run 6 sessions weekly and will be evaluated using the customer feedback mechanisms developed for the 1st Talking Point site at Lidgett Grove. Sessions will comment from 3rd July and run weekly thereafter. The customer feedback and review meetings will take place to monitor progress as at Lidgett Grove.

Carers Talking Point.

In keeping with our collaborative approach to providing carers support, staff from CYC and the York Carers Centre are due to run a full day appointment based clinic for carers in the local area. It will be held at 30 Clarence Street

on the 4th July. Drawing from this day, the plan is to run monthly carers clinics at various community venues whilst also ensuring that carer support is effectively linked into our current and future Talking Points.

Key risks

Risk (brief description/ consequence)	Control/Action	Gross	Net
Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated. Savings not realised despite change.	Objective external appraisal of Benefits / Savings. Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.	14	8
The changes do not realise the required levels of financial benefits. Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.	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.	19	14
The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	15	11
Reports to	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.		
Exec member	Cllr. Carol Runciman		

Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017</p> <p>Future Focus Update Report</p> <p>http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</p> <p>Additional Adult Social care Support and Resources Executive May 2018</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>

Project title	Outer Ring Road (A1237)
Reporting period	July 2018
Description	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status	
AMBER	
Activity in June 2018:	
<ol style="list-style-type: none"> 1. Construction work started on site at the A1237 Wetherby Road roundabout. 2. Soft spots and running sand discovered during excavations in the north east quadrant. This is being mitigated by excavating to a depth of 2m below the current level and creating large soakaways to alleviate the running sand spot. 3. Excavation under an archaeological watching brief has revealed an Iron Age roundhouse. Delays to the project have been minimal with the potential been in the region of approximately 2-3 weeks but resources have been used to maintain progress elsewhere. 4. Purchase order sent to Vaisala for the relocation of the existing weather station from the A1237 to B1224 Wetherby Road (York side) 5. Public consultation relating to the proposals at Monks Cross has been completed. 6. Continuing to engage with SU companies to provide a programme of works. 7. Payment made to the landowners at Wetherby Road 	
Internal meeting held regarding Redrow housing development at Monks Cross.	
Future outlook	
Activity Planned for July 2018:	
<ol style="list-style-type: none"> 1. Site works ongoing associated with the Wetherby Road roundabout 2. Continue to engage with SU companies to provide programme of works. 3. Prepare press release associated with archaeological findings at Wetherby Road 	

4. Prepare a report to evaluate the results from the Monks Cross junction (Jcn 7) public consultation engagement process.
5. Continue to chase progress on completion of land acquisition associated with all the roundabouts, in particular the acquisition of land at Jcn 7 Monks Cross to enable segregation of land for Great Crested Newts and a future site compound
6. Prepare the start of the public consultation associated with Haxby and Strensall roundabouts

Consider Variable Message Sign (VMS) upgrades on the Outer Ring Road.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Risk of programme delay due to uncertainty of acquiring land in a timely and efficient manner.</p> <p>This could lead to programme delays, which in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>	20	19
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p> <p>Withdrawal of funding will mean the YORR</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13

Improvements will not be completed.			
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p> <p>Delays getting planning approval will impede the overall programme and places a risk of delivering the upgrades in a timely and efficient manner, possibly resulting in the withdrawal of funding in the most extreme case.</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The control period 2016-2021 presents sufficient time at this point to achieve this.</p>	14	13
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required in the north west quadrant, previously owned and sold by CYC, is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC, however this has now been agreed, albeit in a limited area of land.</p> <p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then</p>	<p>The Project team is investigating the precise circumstances of the risk. CYC could release the clawback clause and this would be seen by the landowner as building the relationship. Currently, CYC Legal Services are resistant to releasing the clawback clause.</p> <p>Feb 2018 - Since the landowners have changed their requirements, CYC have written to them stating what legal details will be required if they wish to pursue it. In parallel, the project team are working with the designer and contractor to develop a plan</p>	19	18

<p>changed their requirements. Then they wanted the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>In February 2018, the landowner went back to the original offer. This is currently being explored.</p> <p>A mitigation plan to allow the construction stage to commence without taking the NW quadrant has been developed.</p> <p>April 2018 - Negotiations are now in progress and look promising, the level of risk is slowly reducing.</p>	<p>which will allow the start of construction in line with the proposed programme.</p>		
<p>WYCA recently received the YORR Final Business Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p>	<p>The Project Team is pursuing this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>	<p>18</p>	<p>12</p>

<p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p>			
Reports to	Project reports into the Transport board; Project Board and Lead Member Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	LTP4, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p>		

Project title	Housing Development Programme (HCA Partnership)
Reporting period	July 2018
Description	
Programme of council-led housing delivery in partnership with the HCA.	
Current status	
AMBER	
An Executive report has been published with the following recommendations which will be considered on 12th July 2018:	
<ol style="list-style-type: none"> I. Agree in principle to the direct delivery of mixed tenure housing on the sites listed in para 7 (excluding Tang Hall Library). II. Agree in principle that the Lowfield site is appropriated from the General Fund into the HRA subject to final valuation which is to be confirmed through the Capital Monitoring Report. III. Agree a recommendation to Council that a budget of £22.5m is created for the development of the Lowfield Site, funded from HRA resources (£4.5m) and market sales (£18m), as set out within the report, noting that the final funding split may change and will be reported in future reports to Executive. Agree that HRA reserves will cash flow the development prior to the start of market sales. IV. Agree to bring back to Executive a revised HRA business plan setting out the funding mechanism to deliver all other sites within the programme. v. Agree to undertake detailed design work to develop and submit planning applications for the Askham Bar and Burnhome sites to be funded from the HRA investment Reserve at a cost of £700k. VI. Agree to procure construction partners for the Housing Delivery Programme with authority for their appointment delegated to the Corporate Director of Health, Housing and Adult Social Care in consultation with the Executive Member for Housing and Safer Neighbourhoods. VII. Note that a detailed business case for each of the following sites will be brought back to Executive: <ol style="list-style-type: none"> a. Burnhome 	

- b. Askham Bar former Park and Ride
 - c. Former Clifton Without school
 - d. Former Manor School
 - e. Former Woolnough House Older Person's Home (OPH)
 - f. Hospital Fields Road and Ordnance Lane
- viii. VIII. Agree to develop a programme of support and marketing to promote and ensure the successful delivery and uptake of market sale, self-build, rent to buy, shared ownership and downsizing schemes funded from the HRA investment reserve.
- ix. IX. Agree to investigate opportunities for investment in additional affordable homes on private sector developments across the city and bring back proposals to Executive.
- x. X. Agree to dispose of the Tang Hall Library site on the open market.

Reason: To progress with the building of much needed new homes in York, to increase the number of affordable homes within the city and meet the housing needs of a broader range of York residents.

Future outlook

Subject to Executive approval of the recommendations outlined above, the following work will be undertaken over the next period:

- Procure support services to enable the preparation of tender documents for the construction of houses on Lowfield Green. The planning decision is due on Lowfield in August.
- Begin the procurement process for support services to enable the design and planning work to commence at Burnholme and Askham Bar.
- Commence the creation of a revised HRA business plan setting out the funding mechanisms to deliver the housing projects.
- Develop plans to ensure a sufficiently resourced team is in place to deliver Phase 1 of the programme.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Failure to obtain Executive approval to suitably resource the project	Formulation of a business plan to include financial modelling, a project plan and a risk register	19	18
Failure to obtain planning permission at Lowfield	<ul style="list-style-type: none"> • Public consultation with local residents and ward 	19	18

<p>If plans do not obtain planning permission the developments cannot go ahead</p>	<p>councillors</p> <ul style="list-style-type: none"> • Pre-app submission to planning to obtain opinion prior to formal submission • Input into local plan such that sites are suitably considered for residential development • Use of planning professionals and architects in preparation of application 		
<p>An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects</p>	<ul style="list-style-type: none"> • Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs • Continued re-appraisal of scheme to help bring costs down where required • Cost control as part of project management on site 	20	18
<p>A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.</p>	<ul style="list-style-type: none"> • Continued monitoring of housing market • Options to amend projects to reduce costs and therefore maintain the required financial margin • Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties 	19	14
<p>Reports to</p>	<p>Working group established which reports into Executive where approval is sought for key decisions.</p>		
<p>Exec member</p>	<p>Cllr. Helen Douglas</p>		
<p>Director responsible</p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p>Dependencies</p>	<p>None</p>		

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=931</p>
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Project title	Specialist therapeutic Short Breaks
Reporting period	July 2018
Description	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region. <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> – Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally. – Make York Home for more disabled children and young people by reducing out of Area placements. – Develop and invest in service provision in order to generate future savings and income generating potential. – Deliver better outcomes for disabled children and young people including those with the most complex needs. <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
Current status	
<p>GREEN</p> <ul style="list-style-type: none"> • Planning application submitted within agreed programme timescales • Planning application submitted for the development of the school playing 	

- fields, in order to compensate any loss
- Three Section 77 applications submitted - Change of Use, Disposal and Academy supplement
 - Decision made to procure a shared contractor for the COE DC and Lincoln Court developments in order to manage impact on community and school and deliver efficiencies
 - Expression of Interest requested from Pagabo framework for Early Contractor Involvement. All except one of contractors on the framework submitted interest
 - Initial interior design workshop completed with design team
 - Risk, cost and benefit analysis completed around submitting a NHSE Capital Grant application. Agreement to progress this application received from DCS and CFO

Future outlook

- Continue with Project Board Approval, at risk, RIBA stage 4 design
- Progress using a co production approach of involving parent / carers and front line staff interior design discussions
- Communication progress to date and planning application information to all stakeholders
- Progress ITT Early Contractor Involvement procurement
- Clarify and agree ECI scope of works, timescales and milestones
- Agree contract type
- Clarify and communicate any amendments to the GD Architects appointment
- Collate NHSE Project Initiation Document and supporting information and seek legal, finance, property and procurement advice

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Costs increase and exceed allocated budget	<ul style="list-style-type: none"> • Finance reporting at every Project Board • Identified finance lead 	20	19
Planning application is delayed or refused	<ul style="list-style-type: none"> • pre application • work with planning officer to address issues • proactive engagement with local community • Anticipated issues addressed as part of 	19	19

	feasibility		
Section 77 application to DfE to build on playing fields delayed or refused	Proactively identify and address application barriers and issues	18	18
Project / building does not meet practice / service user needs	<ul style="list-style-type: none"> • Design working group working directly and regularly with Designers • Independent scrutiny of plans and designs 	18	13
Parents of disabled children object to plans and relocation of the Glen	<ul style="list-style-type: none"> • Co production approach to planning and development • Communication and engagement plans in place for parents • Engagement officer capacity 	15	14
Reports to	Reports to Project Board chaired by Eoin Rush and CEC DMT		
Exec member	Cllr Keith Myers		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York		

Project title	Provision of School Places
Reporting period	July 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	
AMBER	
<p>Throughout 2017 the major focus of the project was on forecasting the number of school places that will be required during the period 2017-2023 and building a robust and resilient data model to take account of all related variables as they change. The main variables are capacity, births, migration, additional housing and parental preference.</p> <p>In the early part of 2018 the project has been focused on communication – principally with schools and multi-academy trusts – relating to the 2018 dataset that was itself a product of capacity, data modelling, and forecasting work undertaken in 2017.</p> <p>This project has five major work streams: capacity; communication; data modelling; forecasting; and policy. Many of these are by the nature of the project and subject area annual or cyclical in each school year, with many related dependencies between them.</p>	
Capacity	
<ul style="list-style-type: none"> - Following site visits the capacity of each school's estate has been recalculated and revised creating opportunities for increasing the number of school places in some schools through identifying some potentially 	

available teaching spaces, or those that could be recommissioned from alternative uses.

- Following up queries received from schools.
- Producing and signing off 'Net Capacity' calculations. This data has now been fed into the 'SCAP' process with central government, where it will be used for future funding calculations.

Communication

- Publication of admissions policies and numbers for the 2019/20 school year, and the publication of detailed forecast information for each primary and secondary planning area
- Ongoing communication with education providers continues with local schools and academies in the city. All such meetings planned and required before the development of PAAPs have now taken place, but schools continue to approach the LA where they wish to propose their own visions for expansion.
- Worked with schools and academies to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs). The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and will include;
 - i. data on the expected number of additional dwellings and pupil yield per year;
 - ii. the effects of additional strategic housing sites on demand in the year of entry; and
 - iii. the effects of additional strategic housing sites on demand in other year groups.
- Offered schools and academies the opportunity to discuss trends and findings in forums such as groups of schools in clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more continue to be planned to take place between now and the end of the school year.
- Continued project planning regarding communication with residents, elected members, and with others partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites has also commenced.

Data Modelling

- Finalisation of 2018 datasets following a refinement of the data earlier in 2018.

Forecasting

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

Policy

- Outline commitments of Basic Need funding for the high-level priority areas that future spending needs to address, including supporting the growth in the numbers of pupils with additional needs.
- Identification of a very small number of basic need funding schemes for the upcoming financial year
- Development of a detailed policy approach to be shared with members and schools in the start of the new school year

Future outlook

- The main focus of this period:

Capacity

- Follow up any queries with schools prior to signing off capacity figures. Capacity figures are now being used as the basis for further forecasting through the SCAP process. It became apparent that a more detailed capacity review than was first envisaged was required for 2017, which has delayed the completion of this work, but will consequently lead to a speedier 2018 review.
- Following finalisation of queries complete the annual 'SCAP' return to the Department for Education. This process continues for 2018 in coordination with the DfE, with submission taking place by the end of July.

Communication

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

Data Modelling

- Quality assurance of completed datasets.

- finalise the capacity, funding and forecasting SCAP work streams.

Forecasting

- Refine additional data and add data into the PAAPs on funding; land availability and actions required in the short, medium and longer terms (where significant housing is proposed to plan for future need) for each area.

Policy

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

Project Plan

- Further develop, communicate and agree the project plan.
- Recruit to project support post to take forward the later stages of the project into an implementation period.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
The project delivers a sufficient number of places but with a cost per place that is too high.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
The project delivers a sufficient number of new places before these places are required by residents which results in the under subscription of other schools.	Ongoing engagement with stakeholders and Members. Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need	19	13
Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.	Early engagement to ensure all parties feel engaged in the process. Plan to engage with MATs at an early stage in the project through the York Schools and Academies	19	12

	Board (YSAB), providing MATs with data and potential solutions.		
Housing developer contributions (HDCs from S106/CIL), direct CYC funding planned for and Basic Need (BN) capital funding for government is insufficient (when taken together) for the total costs.	Plan for the estimated costs of educational infrastructure early as part of the Local Plan process - identifying indicative costs and recognising that HDCs and BN will not meet total funding requirement.	19	13
Data quality is low, inputs are delayed, or assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts	Quality assuring methodology with DfE through SCAP process, and internally delivering this work through Business Intelligence	18	12
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board		
Exec member	Cllr Keith Myers		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf		

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	July 2018
Description	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
Current status	
AMBER	
<p>AWRP has been operational since the beginning of March. NYCC and CYC finance are closely monitoring performance (financial and non-financial) and are working closely with Amey and YorWaste to ensure that any issues are identified and measures are put in place to ensure that the facility is operating at its optimal level.</p> <p>There is work ongoing will all parties to ensure that the contingencies put in place when the facility is not available will not have a knock on effect further down the chain at the Transfer stations and, in the case of CYC, there aren't issues with operational vehicles accessing the Harewood Whin site. There was an issue where queuing times increased at Harewood Whin when contingency arrangements were in place because high winds meant another contingency facility was unavailable. As the landfill at Harewood Whin is nearly at full capacity, this is not a long term issue.</p> <p>Finding recycling markets for the materials continues to be a challenge for the contractor and positive discussions are being had with the market.</p>	

<p>The most positive aspect is the continued good performance on the EfW facility.</p> <p>The issues experienced processing larger items through the MT hall continue and further work is ongoing to ensure there is a long term solution in place.</p> <p>Work is progressing on strengthening joint arrangements between NYCC and CYC. This is likely to involve joint structures.</p>			
<p>Future outlook</p> <p>Further work to be done on monitoring performance and outstanding issues.</p>			
<p>Key risks</p>			
Risk (brief description /consequence)	Control/action	Gross	Net
<p>Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.</p>	<p>The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>	19	14
<p>Residents don't see the benefits of the Waste strategy.</p>	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14
<p>Changes in government and/or government policies /legislation</p>	<p>Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures</p>	22	13

	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.		
Exec member	Cllr Andrew Waller		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Economy & Place Scrutiny Committee October 2017</p> <p>Economy & Place Scrutiny Committee March 2018</p> <p>Executive April 2018 Allerton Waste Recovery Park</p>		

Project title	Library Procurement Project
Reporting period	July 2018
Description	
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries & Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
Current status	
GREEN	
<p>On 22 June 2018 the Executive approved the library procurement based on the Comprehensive Assessment of Need and confirmed an evaluation criteria based on 60% quality and 40% price.</p> <p>This period has been dedicated to finalising all the tender documents and working with all internal departments to ensure the documents are as completed.</p> <p>In relation to the legal contract, it has been agreed to issue a draft with a second draft being issued in 6 weeks to bidders.</p>	
Future outlook	
<p>The procurement will launch at the start of this next period and officers will expect information requests and clarifications once the bidders start reading the tender documents. The tender is out for 12 weeks.</p> <p>Work will continue on the draft legal contract with a second draft to be issued in 6 weeks into the tender period.</p> <p>Planning and preparation will be undertaken for bidder days if requested</p>	

and for IT workshops which will be essential for bidders to complete a compliant bid.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
<p>CYC receive no bids from the open procurement approach taken</p> <p>The current contract with Explore would have to continue, with pre-determined costs</p>	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator</p> <p>Soft market testing has been conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3</p>	19	13
<p>Condition reports of the current library buildings have highlighted C£3m of costs in the next 20 years and no budget in the current revenue budget</p>	<p>Library contract will need to clearly identify repair liability and seek capital to resolve the lifecycle replacement costs which are already know.</p>	20	15
<p>The open procurement process will set out that CYC will provide the fibre broadband network and public Wi-Fi service to the bidder with the cost being top sliced from the available library budget. The library operator will be free to choose how to provide all other hardware and software. There is a risk that if the library operator chooses not to use the council for provision of hardware and software the Council will be left with some fixed costs that it is not able to defray</p>	<p>Working with Roy Grant, Nigel Oats and Laura Conker to establish true costs and options to minimise these costs</p> <p>Further detailed work required to unpick services that have always been provided by CYC to the library operator that in future are optional. This will take time and technical expertise by CYC ITT team.</p>	19	19

in the short-term. This could be up to £70k in the first instance.			
Reports to	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.		
Exec member	Cllr Nigel Ayre		
Director responsible	Jon Stonehouse – Director of Children, Education and Communities		
Dependencies			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p> <p>Scrutiny Report, May 2018 Library Service: Comprehensive Statement of Need http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments</p> <p>Explore York Libraries & Archives http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf</p> <p>Executive June 2018 – Procurement of Operator http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf</p>		

Project title	Housing ICT Programme	
Reporting period	July 2018	
Description		
<p>The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Repairs Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.</p>		
Current status		
AMBER		
General:		
Status:	Amber	Some issues being encountered which the Board need to be aware of.
<ul style="list-style-type: none"> • Development of the Benefits Realisation plan has been put on hold until the new Programme Manager begins. • Work is continuing on developing a draft Invitation to Tender (ITT) document. • Initial Privacy Impact Assessment (PIA) for the programme, to be commenced. 		
Business Change		
Status:	Green	On track and/or no major issues being encountered
<ul style="list-style-type: none"> • BRD finalised and circulated for final Board approval. • User Group update meetings have been held to update of current Programme Progress advise of possible procurement routes, confirm their ongoing engagement requirements in areas of 'to be' process re design, evaluation and data source identification and evaluation • BCM engaged with Housing Services to discuss data issues identified by the BI team and from the Insight reports to discuss how these would be dealt with. It was agreed that Housing Management would take a lead on this, looking to fix the issues and educate users to ensure the issue stop occurring, feedback given to BI by DS advising of the planned approach. • Stakeholder Group meeting held in June, general update of the Programme given including potential procurement routes. All currently 		

identified stakeholders asked to complete a quick questionnaire around communications moving forward and what is going on in their areas of work that may impact on the programme or their concerns about the programme and the potential impact on them.

- The BCM spent a week attending a Change Management Course in Leeds (successfully!)

ICT

Status:	Green	On track and/or no major issues being encountered.
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- ICT Technical requirements and Technical Summary added to draft ITT, work on finalising ICT ITT content to continue and evaluation criteria developed meeting held on 11th July to progress.
- Technical Assurance Group meetings continue with meeting held on 11th July 2018, to discuss, progress on the ITT and evaluation criteria, SX3 split project.
- Current SX3 contract with NPS and CYC Legal teams. Split may require a new contract, or multiple contracts for Housing and Revenues & Benefits systems.
- Ongoing planning for NPS Housing and Rev's & Ben's database split. Northgate advising available dates for account manager and technical team members. Agenda items and stakeholders identified. Ongoing communication of meeting requirements.
 - Supporting documentation for the split compiled. System integrations and bespoke interfaces schematic diagram completed.
 - Decision that the Housing Project ICT team, BI team and ICT System Support will contribute to a single NPS Housing and Rev's Ben's database split report to submit to Housing Programme and ICT boards.
- Spreadsheet recording the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems is ongoing.
- GDPR connect module purchased.
 - Shared cost with Rev's and Ben's. Purchased orders raised.
 - Investigating functionality and setup with ICT System Support.
 - Identified the possibility to replace the current NPS Housing and information@work bespoke interface (INT620 / INT624).
 - Identified a historic duplication of customer's details in

information@work (J2 folders / joint tenants).

- Information@work retention module is now available in test.
 - Investigating the functionality and current business document structure to provide implementation guidance for ICT and the business.
 - Once the functionality and requirements have been determined, the report regarding GDPR Connect and the Retention module will be finalised and submitted for review of the options.
- Feedback on Change Request to add Patch and Area data fields to Servitor provided.

Future outlook

General

- Development of the Benefits Realisation plan and matrix.
- Continue development of Invitation to Tender (ITT) documentation.

Business Change

- Finalise BRD to feed into ITT, and development of evaluation criteria and scenarios for appraisal of ICT Solutions.
- Full User Group meeting to be held mid September to fully identify and segment all Stakeholders.
- Begin 'to be' process re design with SMEs in September.
- Continue work on systems analysis, identifying any potential quick wins for the business
- Continue to investigate pockets of data identified outside of main systems and assess their value for migration etc.
- Begin review system architecture linking to identified pockets of data, data issues etc working closely with colleagues from the IT workstream.

ICT

- Report regarding the options available to implement the NPS GDPR connect solution for NPS Housing and file retention module for information@work.
- Organise NPS account meeting at WO to progress the NPS Housing and Rev's & Ben's split with key stakeholders. Recommendation for NPS project team to start work as soon as possible.
- Finalise ICT requirements and develop evaluation criteria for ITT.
- Scoping initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the

- system to be identified.
- Recording on the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems to progress.
 - Continue to identify costs, process and resources required to deploy GDPR and File Retention policy on Servitor, SAM and other housing systems.

Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Inability to recruit/ assign/ retain appropriately skilled & experienced resources to the programme.	Funding for resources approved in business case.	20	20
Inability and/or unwillingness to adopt new ways of working and/or technologies. Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers.	Stakeholder engagement and communication plan and comprehensive and regular communications with all business areas. Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme. Sufficient staff training programme which runs alongside rollout of new system. Any areas of extreme concern or resistance reported to HSMT/BSMT and discussed as to what appropriate actions can be put into place. Ongoing positive sell from senior management teams to ensure engagement across services and beyond. Ongoing engagement of staff inputting into the programme and	20	20

	testing. Co-ordinated communication plan for customers and investment into training for digitally excluded customers		
Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities. Failure to deliver aims & objectives to agreed cost and quality.	<ul style="list-style-type: none"> • Change management process. • Contingency planning. • Effective communication corporately and across Housing & Building Services. • Clarity at the end of Phase 1 April 2018. • Compliance with corporate governance requirements plus high profile & commitment at all levels of the organisation. 	20	20
Inability of new system to integrate and/or interface with other corporate and/or external systems.	<ul style="list-style-type: none"> • SMART requirements. Comprehensive detailed ITT. • Clearly defined contractual agreement, expectations, requirements and selection criteria. • Technical Assurance Group. • Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. • Lead person with an understanding of the needs of the service areas. 	20	20
Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.	<ul style="list-style-type: none"> • Data cleansing. • Detailed data migration strategy. • Appropriate specialist involvement. • Lead person with an understanding of the needs of the service areas. 	23	23
Lack of clear	<ul style="list-style-type: none"> • Clear guidance from 	19	19

procurement route, changes to framework.	procurement lead on the routes available. <ul style="list-style-type: none"> • Understanding of the pros and cons of all procurement routes. • Ensuring the Programmes needs and aspirations are fully explored and met. • Carry out Pre Procurement Engagement to keep the Programme moving forward 		
Reports to	A Project board has been set up which reports into the HHASC Directorate Management team.		
Exec member	Cllr. Helen Douglas		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			