

## Update of Major Projects

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

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

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

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

- See the matrix below when reviewing the risk scores.

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

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

## Detailed updates

<b>Project title</b>	Older Persons' Accommodation Programme
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"><li>• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;</li><li>• progress with plans to build a 27 home extension to Glen Lodge;</li><li>• seek the building of a new Extra Care scheme at Oakhaven in Acomb;</li><li>• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and</li><li>• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.</li></ul> <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<i>This report now includes the Burnholme Project</i>	
<b><u>Glen Lodge Extra Care scheme</u></b>	
<ol style="list-style-type: none"><li>1. Glen Lodge is now open and operational. All flats are in use and are letting and re-letting normally. Care needs are rising, as expected.</li><li>2. The Housing LIN "lessons learnt" exercise has produced its draft report which recommends a joint management structure for the facility. It also reports strong resident and carer satisfaction with the facility.</li><li>3. Work is being commissioned to refurbish the original communal parts of Glen Lodge so that they compliment the new extension.</li></ol>	
<b><u>Burnholme Health &amp; Wellbeing Campus</u></b>	
<ol style="list-style-type: none"><li>4. The Centre @ Burnholme [library and community facility] is complete and open to the public since 23rd June 2018. The Official Opening was</li></ol>	

held in July 2018. The building has been very well received with over a 1,000 visitors on the first day of operations.

5. Our partner for the Care Home @ Burnholme has appointed their builder and plan to begin construction in September 2018. We have limited their access to site until all contractual documents are signed. While signature is imminent, getting to this point has been slow, partly because our partner has needed to satisfy the requirements of their funder.
6. 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 and a revised bid for capital grant has been submitted to the Department for Health. We await the outcome of this bid.
7. Executive at their meeting in July agreed to the investment of £2.45m in works and the management arrangements for the Sports facilities @ Burnholme.

### **Oakhaven Extra Care Facility**

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

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

10. 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.
11. The planning application for this work was approved in July 2018. Tendering for the construction work is nearly complete, with four good quality submissions. A preferred bidder will be chosen early in September 2018.

### **Lowfield re-development**

12. 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 will be considered by the Planning Committee in August 2018.
13. Executive agreed that the Council should be the developer of the Housing on the site, delivering up to 40% affordable housing.
14. 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.
15. 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 approved and a £500,000 grant secured from the Football Foundation for a contribution to the cost of works. Contractors for the work have been procured. Works will begin this autumn and proceed into 2019.

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

16. 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.
17. 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 has concluded that this planning consent should be quashed because the judge believes that the officers' report to planning committee contained an error of fact as regards the need for care homes within the locality, which remained uncorrected at the Planning Committee meeting. The Court decided that although the factual error was corrected at the planning committee meeting relating to the flood risk and sequential test sections of the report, it was not corrected in light of the corrected figures in respect of the principle of development and the overall planning balance. Therefore the overall effect of the original report was to mislead the committee about material matters (the level of under supply in the local area). The Council had argued that the committee was given accurate information about local need, information which was available to it when it performed the planning balance in deciding whether the application should be allowed or refused. It argued that all that needs to go into that process is accurate

information and that is what happened in this case. However, a duplicate planning application was approved by Committee in July 2018 and, should this not be the subject to Judicial Review, building work will begin in September 2018.

18. 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. Construction work has begun; however, the owner has subsequently sought an amendment to their planning consent in order to deliver 29 new homes. This change does not affect the sale receipt for the site.
19. McCarthy & Stone have completed the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 34 retirement apartments in a scheme called Cardinal Court. The scheme was officially opened by Cllr Runciman in July 2018.
20. 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. Discussions with planning and heritage colleagues continue. The capital receipt will not be received until planning consent is granted.
21. 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.
22. 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. Executive also agreed that the site should be used for the Centre for Excellence for Disabled Children and their families and the planning application for this work was submitted in July 2018. 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 submitted the planning application for the works in August 2018.
23. Morrell House older persons home is now closed with all residents and staff moved safely to other locations. This is the last and final home which is scheduled to close. We have now "mothballed" 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**

24. The Chocolate Works care home has opened, providing 90 care beds.

The Council have purchased some beds including accommodation for residents moving from Morrell House.

25. 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.
26. 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**

27. 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.
28. The Abbeyfield Society has secured planning consent and Homes England grant for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have agreed nomination rights to a proportion of these homes. Work is expected to begin later this year or early in 2019.
29. Developers have discussed care home and extra care opportunities on sites elsewhere in the city.
30. We will engage with the York Central team to evidence the need for and benefits of accommodation with care for older people in this area.

### **Bootham Park Hospital**

31. The closure of mental health in-patient services at Bootham Park Hospital and their relocation to a new site on Haxby Road has afforded the opportunity to review the future uses of the site. Included in the options for re-use are continued mental health service use through the provision of care home or Extra Care facilities on site, focused on the delivery of services for people living with dementia.
32. Advisers (IBI Group) have been appointed to evaluate the site, undertake public engagement and propose new uses for the site. They are expected to produce their recommendations in November 2018.

### **A further phase of the Programme**

33. At their meeting in November, Executive will receive a review of the first phase of the Programme and be asked to authorise an examination of the need for a further phase.

## Future outlook

1. The Lowfield Green planning applications will be determined on 16th August 2018. If approved, work will begin in Q3 2018 to procure a partner to deliver a care home on the site.
2. Work will start on site at the Burnholme Care Home in September 2018, subject to signing the relevant contracts.
3. The Burnholme Sports facilities planning application will be submitted in August 2018. Following that, preparation will begin for the tendering of the building works.
4. Work will progress in order to submit a planning application for the housing development at Burnholme.
5. The bids for the Haxby Hall transfer and transform partnership will be evaluated and a decision made with regard to a preferred bidder.
6. The preferred bidder for the Marjorie Waite Court construction will be appointed in September 2018 and will start on site shortly after.
7. We will work with a preferred builder to design and cost the Centre of Excellence and Lincoln Court with the objective of obtaining an agreed price by Q4 2018.
8. Construction of the care home at Fordlands should begin in September 2018.
9. Subject to the outcome of discussion with the Head of Planning concerning the Oakhaven Extra Care scheme, our partner will decide if a planning application should be submitted and, if not, we will need to decide the next steps for this element of the Programme.
10. Public engagement regarding future uses of the Bootham Park Hospital site will be undertaken in September and October 2018.
11. Subject to Executive consent, a further phase of the Older Persons' Accommodation Programme will be prepared and presented to Executive Committee in November 2018.

## Key risks

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
	Due to the decision to close Morrell House this risk has now		

	significantly reduced.		
Project does not deliver the right number and type of care places required by the City.  Needs remain unmet.	Regular market review.  Modeling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6
Increase in interest rates would impact negatively on borrowing.	Use of capital receipts rather than borrowing.  Ensure impact is capped or controlled through the contracts.  The directly procured programme has little exposure to borrowing and, therefore the risk of interest rate change is small. However partner investment is dependant on borrowing and so some element of interest rate remains.	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 have been identified and secured in order to achieve full project. A review of the financial model for the Programme has shown expected savings to rise to £1.3m from £500k, confirming that there are sufficient resources to deliver the programme.	19	1
Failure to secure planning consent for key developments will mean that new care provision and	Careful pre-planning consideration of likely objections and possible mitigations.	20	19

associated facilities are not forthcoming.	Use of skilled advisers and pre-planning engagement in order to hear and explain.		
<b>Reports to</b>	Executive, CMT, Project board, DMT		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Burnholme Health & Wellbeing Campus Capital Programme		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive July 2015  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p> <p>Executive October 2015 - Grove House and Oakhaven Older Persons' Homes  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=</a></p> <p>Executive November 2016 (Willow house OPH)  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4</a></p> <p>Executive December 2016 - Older Persons' Accommodation Programme Update  <a href="http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf">http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</a></p> <p>Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme  <a href="http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf">http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf</a></p> <p>Executive March 2017 - Oakhaven Extra Care Facility: the sale of land to facilitate the development  <a href="http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf">http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf</a></p> <p>Executive March 2017 - Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community &amp; Library</p>		

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%20future%20of%20Windsor%20House.pdf>

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

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

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

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

**Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme**  
<http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf>

<b>Project title</b>	York Central		
<b>Reporting period</b>	August 2018		
<b>Description</b>			
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>			
<b>Current status</b>			
<b>AMBER</b>			
<p>An Outline Planning Application for full teardrop site was submitted 8.8.18, and full application for phase 1 infrastructure (including infrastructure design to RIBA stage 3) is programmed for Late September.</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>Public consultation on the works to the railway station frontage (a linked but separate project to York Central) has now concluded.</p>			
<b>Future outlook</b>			
<p>Full planning application for phase 1 infrastructure (including infrastructure design to RIBA stage 3) is programmed for Late September.</p> <p>Housing Infrastructure Fund full business case will be submitted 10th September, and the West Yorkshire Transport Fund Full Business Case in October.</p>			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>

<p>Delayed submission or determination of planning applications.</p> <p>Judicial review challenge to planning consent.</p> <p>Local Plan approach to site allocation and/or development policies introduces constraints to development at York Central.</p>	<p>Control mechanisms for this risk include:</p> <ul style="list-style-type: none"> <li>• Allocation of sufficient expert planning resource to the project</li> <li>• Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders</li> <li>• Effective community consultation &amp; engagement</li> <li>• Procurement of expert planning legal advisors to ensure compliant approach</li> <li>• Effective engagement with the Local Planning Authority in respect of the Plan Making Function</li> </ul>	19	13
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives.</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p> <p>A range of public funding sources and mechanisms have been identified to support the project whilst spreading risk across the public sector.</p>	23	22
<p>Inability to form an effective partnership and successfully engage investors/ developers will result in development taking place in a piecemeal manner, if at all.</p>	<p>Effective project governance and partnership arrangements are resulting in strong joint working.</p>	23	22
<p>Large-scale infrastructure interventions are required in order to realise</p>	<p>Detailed design of core infrastructure is currently underway; this follows</p>	22	17

<p>development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.</p>	<p>significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.</p> <p>Close liaison between design/technical teams and planning advisors is in place, and monitoring of activity at project team and board level is undertaken. Dialogue with Millennium Green Trust is progressing and legal advisors appointed.</p>		
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
<b>Exec member</b>	Cllr Ian Gillies and Cllr Keith Aspden		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive December 2015 – York Central and Access Project  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Executive July 2016 – York Central  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Executive November 2016 - Consultation on access options  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4</a></p> <p>Third party acquisitions  <a href="http://democracy.york.gov.uk/documents/s110392/York%20Central%20-">http://democracy.york.gov.uk/documents/s110392/York%20Central%20-</a></p>		

%20Third%20Party%20Acquisition%20November%2016%20v7.pdf

**Executive July 2017: Project and Partnership Update**

<http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.pdf>

**Executive November 2017 - Preferred Access Route and Preparation for Planning**

<http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf>

**Executive March 2018 - York Central Access Construction**

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

**Executive June 2018 – Masterplan and Partnership Agreement**

<http://democracy.york.gov.uk/documents/s124296/York%20Central%20Executive%20Masterplan%20and%20PA%20June%202018%20V7.pdf>

**Executive July 2018 – Clifford’s Tower Visitors Centre Update**

<http://democracy.york.gov.uk/documents/s124737/Cliffords%20Tower%20Executive%20report%20July%202018.pdf>

**Decision Session – York Central Design Guidelines**

<http://democracy.york.gov.uk/documents/s125211/Report%20-%20York%20Central%20Design%20Guide.pdf>

<b>Project title</b>	Castle Gateway
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>The design and pre-application process is progressing for work package 1 - the multi-storey car park (MSCP) at St George's Field and apartments at Castle Mills. The key challenge to resolve for the detailed design to proceed is the Yorkshire Water sewers which cross both sites. This requires a sewer diversion at St George's Field and a redesign of Castle Mills to accommodate the necessary easements. This will delay the anticipated planning application submission dates of autumn 2018 due to the detailed design work require with Yorkshire Water. However, in July a meeting was held at strategic director level and a commitment was given by Yorkshire Water to explore all solutions, and to speed up the process to reduce the impact on the council's delivery programme.</p> <p>The demolition of Castle Mills is now complete. The work was 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> <p>In July the Executive approved the withdrawal of the previously agreed offer of a long term lease for the council land required for the Clifford's Tower visitor centre. This does not affect other elements of the land deal that 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</p>	

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.

A partnership of English Heritage, the council and York Museums Trust is in the process of being established to explore other opportunities for a potential visitor centre or shared facilities for both the Castle Museum and Clifford's Tower.

We have been successful in securing Leeds City Region Business Rates Pool funding 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 will allow YMT to bring forward their design work for the Castle Museum in advance of their December 2019 Heritage Lottery Fund bid, ensuring our shared ambitions can be designed in conjunction. The events element of the bid will allow us to build on this summer's Rose Theatre to continue to promote the use of Castle Car Park as an events space.

We have also successfully secured Accelerated Construction Programme funding from Homes England for Castle Mills. In the form of a grant, the funding is £1.39m to allow the council to lead the development of new homes on the site. The grant will only need to be repaid if the land value exceeds the estimated £3.5m. Detailed delivery criteria will be agreed with Homes England in due course.

### **Future outlook**

Heads of Terms will be agreed with York Museums Trust and English Heritage for the partnership to explore options to deliver our shared ambitions for the masterplan. This will also set out an agreement in principle to allow future public access to the land at the rear of the Castle Museum.

A meeting will be held with WYCA to explore the options for West Yorkshire Transport Funding to pay for the major transport improvements as part of the masterplan.

Pre-application meetings will be held on site with Historic England to consider the proposals for work package 1.

Technical officers will meet to consider the design solutions and potential diversions required to Yorkshire Water sewers to allow the development

sites in work package 1 to proceed.

A scoping meeting will be held with My Future York to agree the next stage of public consultation through My Castle Gateway.

Officers will meet with HMCTS to consider their proposals for the Crown Court building.

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 regear of the Coppergate Centre lease. This has three elements; an agreement of the financial returns 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**

<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Insufficient legal resources and internal experience to support the establishment of a delivery model for the council's assets.	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	21	14

	<p>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>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets.</p>	<p>Discussions with 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 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 has permitted development rights to convert Ryedale House in to apartments and are preparing a planning application for the</p>	23	19

	Banana Warehouse.		
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>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 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</p>	23	19

	<p>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 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>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 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</p>	21	20

	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>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 envisaged to be in the region of £7.5m.</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 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.</p>	20	19
<b>Reports to</b>	Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.		
<b>Exec member</b>	Cllr Ian Gillies		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local Plan Policy, City Transport Policy		
<b>Link to paper if</b>	Executive October 2015 - York's Southern Gateway		

<p><b>it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p><b>Executive November 2016 - Land Assets on Piccadilly</b>  <a href="http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf">http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</a></p> <p><b>Executive January 2017 – Update York Castle Gateway</b>  <a href="http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf">http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</a></p> <p><b>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park</b>  <a href="http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf">http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</a></p> <p><b>Executive April 2018 - Castle Gateway Masterplan</b>  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10197&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10197&amp;Ver=4</a></p>
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<b>Project title</b>	Local Plan
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to:</p> <ul style="list-style-type: none"> <li>• provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive;</li> <li>• seek the views of Members on the methodology and studies carried out to inform the housing and employment that the City is tasked with accommodating;</li> <li>• seek the views of Members on the most appropriate way of</li> </ul>	

- accommodating this future growth for consultation;
- 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 4<sup>th</sup> April 2018 and a report was taken to LPWG on 2<sup>nd</sup> May and Executive on 8<sup>th</sup> 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 17<sup>th</sup> May 2018 members resolved to submit the Local Plan to the Planning Inspectorate (PINS) for independent examination.

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

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

### **Future outlook**

Plan is still with the inspectorate and we are awaiting a response.

Examination is still anticipated to commence in September/October.

### **Key risks**

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

**executive,  
council, a  
scrutiny  
committee)**

**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>

**Executive December 2016 – Update on Preferred Sites Consultation and Next Steps**

<http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf>

**Executive January 2017**

**Update on Local plan**

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

**Executive July 2017**

<http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf>

**Executive October 2017**

**Minerals and Waste Joint Plan - Submission**

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

**Local Plan Working Group January 2018**

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

**Executive January 2018**

<http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf>

**Executive May 2018**

**City of York Local Plan – Submission**

<http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf>

<b>Project title</b>	The Guildhall
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>This progress update covers the period to 10 August 2018.</p>	
<b>Statutory Consents / Approvals</b>	
<ul style="list-style-type: none"> <li>• Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE</li> <li>• Planning and LBC approvals granted 16 Feb 17</li> <li>• Executive approval for scheme delivery 16 Mar 2017</li> <li>• Full Council approval of budget requirement 30 Mar 2017</li> <li>• Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery.</li> </ul>	
<b>Project Progress</b>	
<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>	
<b>Future outlook.</b>	

Pretender programme revised to aim for going to tender on the 24th of September with a bidders day to be held in the GH on the 5th of September.			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
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"> <li>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.</li> <li>Project is unviable or requires additional council revenue to underwrite borrowing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Soft market testing</li> <li>Robust marketing - selection and assessment process</li> <li>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</li> </ul>	23	19
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> <li>No offers at expected value</li> <li>Failure to agree heads of terms</li> </ul>	Soft market testing  Robust marketing - selection and assessment process, may require re-marketing	23	18
Quality of Tender Documentation - any deficiencies in the tender documents give rise to opportunity for the contractor to seek extra payment.	<ul style="list-style-type: none"> <li>Pre tender review of documentation</li> <li>Rectification of deficiencies</li> </ul>	19	19

<b>Reports to</b>	Executive, CSMC, project board		
<b>Exec member</b>	Cllr. Ian Gillies		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local plan		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive October 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Scrutiny – 13 June 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a></p> <p>Exec – 14 July 2016  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>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  <a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00</a></p> <p>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  <a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf">http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</a></p> <p>Executive May 2018</p>		

**The Development of the Guildhall Complex**

<http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf>

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

<p>2019.</p> <ul style="list-style-type: none"> <li>• Confirmation of sponsorship and naming by Spring 2019.</li> <li>• Site completion May 2019.</li> <li>• Commercial tenants fit out January 2019 to June 2019.</li> <li>• Stadium and Hub Tenant fit out May/ June 2019.</li> <li>• Site open and operational July 2019.</li> </ul>			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
YCFC go out of business before the stadium is operational	<ol style="list-style-type: none"> <li>1. Deliver project without delay to ensure all legal agreements signed become active at point of occupation.</li> <li>2. Ongoing review of accounts of YCFC as part of proposed occupancy agreement.</li> <li>3. Mitigating CYC's financial exposure as part of risk transfer to bidders.</li> <li>4. Ongoing project meetings with YCFC to review position</li> <li>5. Ongoing review of clubs financial position and accounts.</li> </ol>	19	19
Not realising estimated commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> <li>a. Savills report supports figures as proposed</li> <li>b. Potential to increase the amount of retail in the final scheme</li> <li>c. Reduce the outputs of the project</li> </ol> <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 the Lantern unit and	Tenant for the lantern is at agreement for lease and	19	18

commercial unit	<p>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
Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable.	<p>Limited mitigation, completion of all legal agreements in the timescales given. Financial markets will affect the willingness to invest. Project contingency available, source alternative funding from sponsorship, borrowed capital, YCFC contribution, VE leisure and stadium build, reduce park and ride expansion, increase commercial development.</p> <p>Awaiting outcome of the JR challenge.</p>	22	22

<b>Reports to</b>	Executive, Economic Development and Transport Scrutiny Committee, Project Board
<b>Exec member</b>	Cllr. Nigel Ayre
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services
<b>Dependencies</b>	Yearsley review. The continued operation of Yearsley is Potentially linked to the DBOM contract proposed.
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Full Council March 2016:  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4</a></p> <p>Executive December 2016  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p> <p>Executive July 2017  Community Stadium &amp; Leisure Facilities Report  <a href="http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf">http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</a></p> <p>Executive October 2017  Community Stadium Project Report  <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a></p> <p>Executive September 2018 – Project Update</p>

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

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

### **Current status**

**GREEN**

Actions progressed this period are:

- 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. 1<sup>st</sup> Mental Health Talking point Hub and linked process.
- f. Agree potential all TP catchment areas.

### **Progress update this period.**

#### **First appointments at Oaken Grove:**

Sessions began on the 3<sup>rd</sup> July 2018 and have run weekly since then. The customer feedback and review meetings will take place to monitor progress as at Lidgett Grove. Attendance and capacity levels at the new Talking Point have been sporadic based upon levels of new referrals in this area. As a result a focus on ensuring that people on the waiting lists for assessments have been invited while demand remains low. See progress next period: waiting lists.

#### **Carers Talking Point.**

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 4<sup>th</sup> July. Following this we plan 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.

#### **Progress Stage 1 restructure.**

A working group of senior managers has been established to initially focus on the work required to bring together the CAAT and Long Term Teams. This group will continue to meet throughout this stage.

#### **Design Peer Forum methodology:**

The programme has used KPI machine data to profile spend across areas of the service and across the city based on planned packages of care. This was shared with senior managers. It is planned that we can use this data as the core of our “peer forum”, an area or city wide based peer-to-peer support of how money is currently spent on packages of care and whether different options or approaches using CLS methodology would benefit.

#### **1<sup>st</sup> Mental Health Talking point Hub and linked process.**

A meeting with MH staff was held to link the paperwork and approach developed as part of the CLS approach of Talking points and apply this to Mental Health pathways. Further work will continue in next period: *see*

*Progress Stage 2 Organisational Changes:*

**Agree potential all TP catchment areas.**

An analysis of population and demand (all work steps and initial contact work steps) was completed and used to establish broad catchment areas and potential locations for the remaining Talking Points. This analysis was shared with stakeholders and it was agreed that between 9 and 11 are likely to operate in areas closely aligned (while not fixed) to Primary Care Hub areas.

**Future outlook**

Actions and activities planned for the next period are:

**Progress Stage 1 Restructures:**

The working group of senior managers will meet for a half day session to progress the delivery of the joint team. A significant part of this work will now focus on the role of the reviews in the system for existing care packages. Work will continue during the next period, but due to annual leave and the capacity of the business to respond to this demand it is likely that the meeting and work will not commence until September. See Issues: *System Capacity*.

**Progress Stage 2 Organisational Changes:**

Connecting the work of the specialist teams such as Safeguarding, Occupational Therapy Teams, Learning Disability and Mental Health teams. It is not envisaged that there will be any structural or staff effects of the organisation change, however process and paperwork changes are likely.

**Staff Training:**

Progress planning for staff training to include conversation and CLS training. Work with WDU and Principal Social Worker so as to ensure this is part of the core offer for Social Care Staff post project. Delivery and handover of this is planned for Project Stage 4 (post November 2018).

**Waiting List Analysis**

40 cases awaiting assessment on the current lists will be called to see if they will take up a Talking Point Appointment.

**Progress Additional Talking Point:**

Following stakeholder and staff feedback we will progress an additional talking point. The location is either going to be central York or East of the

city.

### **Update Communications and Website Information**

Work to update the Future Focus website information will complete including a live map of current talking Point, information on how and where to access these and how to book.

### **Key risks**

<b>Risk (brief description/ consequence)</b>	<b>Control/Action</b>	<b>Gross</b>	<b>Net</b>
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

<b>Reports to</b>	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.
<b>Exec member</b>	Cllr. Carol Runciman
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care
<b>Dependencies</b>	Market development, Comprehensive Information, Advice and Guidance for ASC
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017  Future Focus Update Report  <a href="http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf">http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</a></p> <p>Additional Adult Social care Support and Resources  Executive May 2018  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10198&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10198&amp;Ver=4</a></p>

<b>Project title</b>	Outer Ring Road (A1237)
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<ol style="list-style-type: none"> <li>1. Construction work started to upgrade Junction 1 A1237/Wetherby Road.</li> <li>2. Some ground conditions problems (soft spots) have arisen. These have been assessed and mitigation solutions implemented.</li> <li>3. A regionally important archaeological site has been also been discovered. Again a mitigation plan has been implemented to record the archaeology and allow construction work to proceed with minimal impact on the construction programme.</li> <li>4. Land purchase negotiations for parcels at Wetherby Road continue to go well overall but a residual risk still remains with the land at Low Field Farm.</li> <li>5. Diversion of statutory undertakers apparatus is the biggest risk on the construction works. Activity is focussed on eliminating these risks.</li> <li>6. A public engagement process for the proposals at Junction 7 - Monks Cross has been completed. An assessment of the responses will be made in August 2018.</li> <li>7. A bid is being made to the Housing Infrastructure Fund to accelerate housing at Clifton Moorgate. This will have an impact on Junction 3 A1237 Clifton Moor.</li> <li>8. A bridleway to connect Rufforth to Knapton is under consideration and this could be delivered as part of the YORR programme.</li> </ol>	
<b>Future outlook</b>	
<ol style="list-style-type: none"> <li>1. At Jcn 1 to programme in all utility diversions to eliminate future programme risk.</li> <li>2. To work with the developer helping to promote the HIF Bid at Clifton Moor.</li> <li>3. To determine the brief for the Rufforth - Knapton cycle route.</li> <li>4. To consider YORR VMS locations and CCTV at Jcn 1.</li> </ol>	

<p>5. To meet WYCA and consider how to implement the Green Streets initiative.</p> <p>6. To hold a Lead Members Board.</p>			
<p><b>Key risks</b></p>			
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>	<p>20</p>	<p>19</p>
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p> <p>Withdrawal of funding will mean the YORR Improvements will not be completed.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	<p>18</p>	<p>13</p>
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p>	<p>14</p>	<p>13</p>

<p>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>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>		
<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>Dec 17- an offer was made to the landowner. They said that this offer did not benefit them and then 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</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 which will allow the start of construction in line with the proposed programme.</p>	<p>19</p>	<p>19</p>

<p>and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>Feb 18 - 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 18 - Negotiations are now in progress and look promising, the level of risk is slowly reducing.</p> <p>Aug 18 - Whilst negotiations and conveyancing is in progress and appears to be constructive, the mortgagors (HBOS) are now looking at the deal struck between the owners and CYC.</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>			
<b>Reports to</b>	Project reports into the Transport board; Project Board and Lead Member Board		
<b>Exec member</b>	Cllr. Ian Gillies & Cllr. Peter Dew		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	LTP4, Local plan		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive West Yorkshire Transport Fund – 24 November 2016  <a href="http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf">http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</a></p> <p>Executive July 2017  Proposed York Outer Ring Road Improvements – Approach to Deliver  <a href="http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf">http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</a></p>		

<b>Project title</b>	Housing Development Programme (HCA Partnership)
<b>Reporting period</b>	August 2018
<b>Description</b>	
Programme of council-led housing delivery in partnership with the HCA.	
<b>Current status</b>	
<b>AMBER</b>	
Executive approved the recommendations of the Housing Delivery Programme Report on 12th July 2018. These recommendations were:	
<ul style="list-style-type: none"> <li>i. Agree in principle to the direct delivery of mixed tenure housing on the sites listed in para 7 (excluding Tang Hall Library).</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>vii. Note that a detailed business case for each of the following sites will be brought back to Executive: <ul style="list-style-type: none"> <li>a. Burnhome</li> <li>b. Askham Bar former Park and Ride</li> <li>c. Former Clifton Without school</li> <li>d. Former Manor School</li> </ul> </li> </ul>	

- e. Former Woolnough House Older Person's Home (OPH)
- f. Hospital Fields Road and Ordnance Lane

- 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. Agree to investigate opportunities for investment in additional affordable homes on private sector developments across the city and bring back proposals to Executive.
- 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.

The planning applications for the redevelopment of the Lowfield site have been recommended for approval and will be considered at Planning Committee on 16th August.

A 'meet the buyer' event was held. Members of the Homes England DPP3 Framework were invited to discuss the plans for the Lowfield site and wider Housing Delivery Programme. The primary purposes of the event were to inform the delivery team regarding the procurement process for a building contractor and to generate interest in tendering for this work. The lessons from this event were fed into the Housing Delivery Working Group and the recommendations will be taken forward into the procurement process.

### **Future outlook**

Subject to approval by Planning Committee on 16th August, work will begin on the preparation of the tender documents to procure a building contractor for the Lowfield site. A process for procuring external architecture, quantity surveyor, and employers agent support to support the process of preparing the tender documents has commenced. It is anticipated that these services will be in place for September.

A further procurement process is underway to secure architectural support to bring forward plans for the Burnholme (residential section of site) and Askham Bar redevelopment proposals.

Consideration is being given to the resources required to deliver the Housing Delivery Programme over the next five years. This process will

follow HR policies and procedures including consultation with existing staff.

A long term building contractor procurement strategy is being developed to understand the best approach for the authority to take in accelerating housing delivery in the city.

An application is being prepared to increase the HRA borrowing cap to support the delivery of new housing developments. Alongside this a revised HRA Business Plan is being developed. Grant funding opportunities are being explored to help support delivery.

The process for marketing and selling new homes alongside the affordable homes is being developed.

### 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  If plans do not obtain planning permission the developments cannot go ahead	<ul style="list-style-type: none"> <li>• Public consultation with local residents and ward councillors</li> <li>• Pre-app submission to planning to obtain opinion prior to formal submission</li> <li>• Input into local plan such that sites are suitably considered for residential development</li> <li>• Use of planning professionals and architects in preparation of application</li> </ul>	19	18
An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects	<ul style="list-style-type: none"> <li>• Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs</li> <li>• Continued re-appraisal of scheme to help bring costs down where required</li> <li>• Cost control as part of</li> </ul>	20	18

	project management on site		
A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.	<ul style="list-style-type: none"> <li>Continued monitoring of housing market</li> <li>Options to amend projects to reduce costs and therefore maintain the required financial margin</li> <li>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</li> </ul>	19	14
<b>Reports to</b>	Working group established which reports into Executive where approval is sought for key decisions.		
<b>Exec member</b>	Cllr. Helen Douglas		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>December 2017 Executive Meeting Delivering Health &amp; Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme <a href="http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf">http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</a></p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme <a href="http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf">http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</a></p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme <a href="http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf">http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</a></p> <p>March Executive meeting - approval of project inception <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=931">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=931</a></p>		

	<p><b>July 2018 Executive Meeting</b> <a href="http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf">http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</a></p>
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<b>Project title</b>	Specialist Therapeutic Short Breaks
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> <li>a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York.</li> <li>b. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region.</li> </ol> <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> <li>– Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally.</li> <li>– Make York Home for more disabled children and young people by reducing out of Area placements.</li> <li>– Develop and invest in service provision in order to generate future savings and income generating potential.</li> <li>– Deliver better outcomes for disabled children and young people including those with the most complex needs.</li> </ul> <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
<b>Current status</b>	
<p><b>GREEN</b></p> <ul style="list-style-type: none"> <li>• RIBA stage 4 design is progressing at risk following Project Board approval</li> </ul>	

<ul style="list-style-type: none"> <li>• Initial interior design engagement strategy agreed using a co production approach of involving parent / carers and front line staff</li> <li>• Progress to date and planning application information has been communicated to all stakeholders using designated web page</li> <li>• Meeting arranged to agree timescales, scope of works, contract type and any changes to appointment for ITT Early Contractor Involvement procurement</li> <li>• NHSE Project Initiation Document and supporting information has been drafted and circulated for feedback in order to support capital bid</li> </ul>			
<p><b>Future outlook</b></p> <ul style="list-style-type: none"> <li>• ITT process initiated</li> <li>• Appointment changes to Architects agreed</li> <li>• Room data and C sheets developed and reviewed</li> <li>• NHSE capital bid submitted</li> </ul>			
<p><b>Key risks</b></p>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Costs increase and exceed allocated budget	<ul style="list-style-type: none"> <li>• Finance reporting at every Project Board</li> <li>• Identified finance lead</li> </ul>	20	19
Planning application is delayed or refused	<ul style="list-style-type: none"> <li>• pre application</li> <li>• work with planning officer to address issues</li> <li>• proactive engagement with local community</li> <li>• Anticipated issues addressed as part of feasibility</li> </ul>	19	19
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"> <li>• Design working group working directly and regularly with Designers</li> <li>• Independent scrutiny of plans and designs</li> </ul>	18	13
Parents of disabled	• Co production approach to	15	14

children object to plans and relocation of the Glen	<ul style="list-style-type: none"> <li>planning and development</li> <li>• Communication and engagement plans in place for parents</li> <li>• Engagement officer capacity</li> </ul>		
<b>Reports to</b>	Reports to Project Board chaired by Eoin Rush and CEC DMT		
<b>Exec member</b>	Cllr Keith Myers		
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York  <a href="http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf">http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf</a></p> <p>Executive January 2018  Develop a Centre of Excellence for Disabled Children and their Families in York  <a href="http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf">http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf</a></p>		

<b>Project title</b>	Provision of School Places
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<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> <p><u>Capacity</u></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	

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 into the new 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

- Provisional submission of the annual SCAP process in July 2018, for

central government review and formal sign off later 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 in the form of an Executive paper in September 2018 and with schools at the start of the new school year.

## **Future outlook**

The main focus of this period:

### Capacity

- Signing off capacity figures with individual schools that are now being used as the basis for forecasting following the initial SCAP submission. Whilst a more detailed capacity review was undertaken than was first envisaged (which has delayed the completion of this workstream) consequently this will lead to a speedier 2018 review as well as reducing the magnitude of places that will be required in future through a more accurate baseline of total city-wide buildings capacity.
- Following the initial submission of the annual 'SCAP' return, await and respond to any queries from the Department for Education. This process continues for 2018 in coordination with the DfE, with final submission expected to take place in the Autumn term.

### 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.

### 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

- Update and seek authorisation from Executive regarding project approach, scope and processes
- 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**

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
The project delivers a sufficient number of places but with a cost per place that is too high – stretching the ability of funding to meet all needs. New places created are of a high per pupil cost.	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	Plan to engage with MATs at an early stage in the project through the York Schools and Academies	19	12

with the project to deliver sufficient school places on existing sites.	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
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board		
<b>Exec member</b>	Cllr Keith Myers		
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive February 2018  Admission arrangement for the 2019/20 school year  <a href="http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf">http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf</a></p> <p>Executive September 2018 – Project Update</p>		

<b>Project title</b>	Allerton Waste Recovery Park (AWRP)
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<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>Significant progress has been made on ironing out contractual and operational issues including the management of larger items of waste which were technically contract waste, but causing issues in the Mechanical Treatment hall.</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>Work is progressing on strengthening joint arrangements between NYCC</p>	

and CYC. This is likely to involve joint structures.

**Future outlook**

Finalise agreements on contractual and operational issues.

Performance will continue to be monitored as set out in the contract working closely with NYCC.

**Key risks**

Risk (brief description /consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	<p>The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>	19	14
Residents don't see the benefits of the Waste strategy.	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14
Changes in government and/or government policies /legislation	Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.	22	13

**Reports to**

The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the

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

<b>Project title</b>	Library Procurement Project
<b>Reporting period</b>	August 2018
<b>Description</b>	
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries &amp; Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>This period has been finalising all the tender documents and publishing the tender documents on Friday 13 July 18.</p> <p>In relation to the legal contract, it has been agreed to issue a draft with a second draft being issued on 17 August 18 to bidders.</p> <p>Clarification questions have already been received from bidders, so time has also been spent collecting the information and replying via the online procurement system. This includes organising site visits.</p> <p>The October evaluation dates have been confirmed and the evaluation panel have been invited.</p>	
<b>Future outlook</b>	
<p>The main activity for the month ahead will be responding to clarification questions from bidders and answering them as quickly as possible.</p> <p>Work with legal services will be ongoing to ensure a second draft of the legal contract is issued on time.</p>	
<b>Key risks</b>	

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 current budget spent on ITT is C £400k per annum. The current library operator buys all services back from CYC ITT. 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.</p> <p>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</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

<p>left with some fixed costs that it is not able to defray in the short-term. This could be up to £70k in the first instance. In this case, there could also be some redesign work required to separate out the connectivity layer.</p>			
<p><b>Reports to</b></p>	<p>Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.</p>		
<p><b>Exec member</b></p>	<p>Cllr Nigel Ayre</p>		
<p><b>Director responsible</b></p>	<p>Jon Stonehouse – Director of Children, Education and Communities</p>		
<p><b>Dependencies</b></p>			
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4</a></p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback  <a href="http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf">http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</a></p> <p>Scrutiny Report, May 2018  Library Service: Comprehensive Statement of Need  <a href="http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf">http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf</a>  <a href="http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments">http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments</a></p> <p>Explore York Libraries &amp; Archives  <a href="http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf">http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf</a></p> <p>Executive June 2018 – Procurement of Operator  <a href="http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf">http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf</a></p>		

<b>Project title</b>	Housing ICT Programme
<b>Reporting period</b>	August 2018
<b>Description</b>	
<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>	
<b>Current status</b>	
<b>Green</b>	
<b>General:</b>	
<b>Status:</b>	<b>Green</b> On track and/or no major issues being encountered
<ul style="list-style-type: none"> <li>• OJEU Procurement route has been agreed by Board. Development of the</li> <li>• Benefits Realisation plan has been put on hold until the new Programme</li> <li>• Manager begins. Work is continuing on developing a draft Invitation to Tender (ITT) document.</li> <li>• Initial Privacy Impact Assessment (PIA) for the programme, to be commenced.</li> </ul>	
<b>Business Change</b>	
<b>Status:</b>	<b>Green</b> On track and/or no major issues being encountered
<ul style="list-style-type: none"> <li>• BRD finalised and circulated for final Board approval.</li> <li>• 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.</li> <li>• 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 issues stop occurring, feedback given to BI by DS advising of the planned approach.</li> <li>• Stakeholder Group meeting held in June, general update of the Programme given including potential procurement routes. All currently</li> </ul>	

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.

- 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.

<b>Key risks</b>			
<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
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	20	20

	inputting into the programme and 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"> <li>• Change management process.</li> <li>• Contingency planning.</li> <li>• Effective communication corporately and across Housing &amp; Building Services.</li> <li>• Clarity at the end of Phase 1 April 2018.</li> <li>• Compliance with corporate governance requirements plus high profile &amp; commitment at all levels of the organisation.</li> </ul>	20	20
Inability of new system to integrate and/or interface with other corporate and/or external systems.	<ul style="list-style-type: none"> <li>• SMART requirements. Comprehensive detailed ITT.</li> <li>• Clearly defined contractual agreement, expectations, requirements and selection criteria.</li> <li>• Technical Assurance Group.</li> <li>• Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers.</li> <li>• Lead person with an understanding of the needs of the service areas.</li> </ul>	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"> <li>• Data cleansing.</li> <li>• Detailed data migration strategy.</li> <li>• Appropriate specialist involvement.</li> <li>• Lead person with an understanding of the needs of the service areas.</li> </ul>	23	23

Lack of clear procurement route, changes to framework.	<ul style="list-style-type: none"> <li>• Clear guidance from procurement lead on the routes available.</li> <li>• Understanding of the pros and cons of all procurement routes.</li> <li>• Ensuring the Programmes needs and aspirations are fully explored and met.</li> <li>• Carry out Pre Procurement Engagement to keep the Programme moving forward</li> </ul>	19	19
<b>Reports to</b>	A Project board has been set up which reports into the HHASC Directorate Management team.		
<b>Exec member</b>	Cllr. Helen Douglas		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>			