

## 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>
York Central	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Castle Gateway	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Local Plan	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Guildhall	<b>Green</b>	<b>Green</b>	<b>Same</b>
Community Stadium	<b>Green</b>	<b>Green</b>	<b>Same</b>
Digital services (CRM)	<b>Red</b>	<b>Red</b>	<b>Same</b>
Adult Social Care – Future Focus	<b>Green</b>	<b>Green</b>	<b>Same</b>
Outer ring road (A1237)	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Housing development (HCA partnership)	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Specialist Disabled Children Short Break Facility	<b>Green</b>	<b>Green</b>	<b>Same</b>
Provision of School Places 2017-2023	<b>Green</b>	<b>Green</b>	<b>Same</b>
Allerton Waste Recovery Park (AWRP)	<b>Green</b>	<b>Green</b>	<b>Same</b>
Older person's accommodation (ASC)	<b>Green</b>	<b>Green</b>	<b>Same</b>

<b>Project Title</b>	York Central
<b>Reporting Period</b>	December 2017
<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 the National Railway Museum. 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.</p>	
<b>Current Status</b>	
<b>Amber</b>	
<p>A major milestone was achieved on the 15th November 2017, as the Council's Executive agreed to the York Central Partnership's (YCP) recommendation to develop a Western access option for inclusion in the York Central Masterplan and to undertake further design and legal work to ensure that the final alignment will seek to mitigate the effects of such a route on the Millennium Green and control costs to ensure deliverability.</p> <p>Also, the land within YCP's control that could be used for a Southern Option be safeguarded, in order to protect against any risk to the York Central development caused by circumstance preventing successful delivery of a Western Option.</p> <p>A further 'pre-application' consultation on the site masterplan as a whole and wider community engagement is planned to follow this through early 2018 ahead of planning application submissions in summer 2018. Pre-application engagement with the LPA and stakeholders has commenced.</p> <p>Formalising partnership arrangements is now a priority, recognising the roles of the respective organisations, with land ownership and infrastructure delivery funding considerations critical to ensure a credible delivery route for York Central.</p> <p>Land acquisition is complete. HCA have invested significantly on the site and have purchased Unipart site, surplus land from NRM and a portion of land from NR off Leeman Rd.</p> <p>Legal agreements with WYCA have been signed and WYCA funds drawn down. Budget is now in place to proceed through masterplan consultation and into planning. An exception report will now be submitted to WYCA requesting that funding be used to develop the design and full business case for the agreed access route.</p> <p>The LEP Enterprise Zone (EZ) board continues to meet. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is to support the successful delivery of the commercial element of York Central.</p> <p>A Housing Infrastructure Fund bid of c£57m has been submitted and determination is awaited.</p>	

## Future Outlook

- Further Public Engagement to be undertaken in early 2018
- Masterplan development work to follow through
- Agreed access and infrastructure detail design undertaken in parallel
- Public consultation on draft masterplan to commence in March 2018
- Partnership arrangements and delivery funding principles to be formalised

## Key Risks

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

<b>Reports To</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group
<b>Executive Member</b>	Cllr. David Carr and Cllr. Keith Aspden
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	<p>Executive December 2015</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf">http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</a></p> <p>Member update – May 2016</p>

Document

<http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf>

Executive November 2016

Consultation on access options

<http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf>

Third party acquisitions

<http://democracy.york.gov.uk/documents/s110392/York%20Central%20>

<b>Project Title</b>	Castle Gateway
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<b>Reporting Period</b>	December 2017
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**Description**

City of York Council (CYC) is one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the Castle Gateway and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.

**Current Status**

**Amber**

The council's masterplanners, BDP, were appointed in the summer, and following a comprehensive review of the areas planning policies, heritage significance and development constraints they have produced a series of ideas for the regeneration of the Castle Gateway. These ideas are a direct response to the public's development brief for the area which was produced through the My Castle Gateway project that explored how the public would like to see the area developed.

Public consultation on the emerging ideas for the Castle Gateway was completed on 22 December which was to explore the masterplan ideas with the public. The Castle Gateway was broken in to 5 sub-areas, for people to consider the ideas for each site and area to identify what elements they would like to see in the area wide masterplan.

All of the ideas are available on the council's website at [www.york.gov.uk/castlegatewayideas](http://www.york.gov.uk/castlegatewayideas) where click-able and interactive maps explain the options and allow simple online feedback. We also hosted a complete weekend of walks and events in the area at the end of November, and have held drop in events to allow people to view the plans. The debate and feedback also continues on our social media accounts.

In addition, regular meetings are ongoing with the Castle Gateway Advisory Group, which are fed directly in to the masterplan process.

Monthly meetings of the council's working group, chaired by Neil Ferris, are ongoing to drive the project forward. This group can make decisions within the scope of previously agreed Executive approvals, and report to the Executive. The group includes council's legal, property, finance, and planning representation.

The council had also previously been in discussion with the other major landowner in the Castle Gateway regarding their proposals for the area and potential options to work in partnership. However, they have now disposed of two of their assets to other developers,

with their only remaining interest being the head lease of the Coppergate Centre. Consequently discussions over any potential partnership have ended, but negotiations regarding an extension of the Coppergate head lease are ongoing.

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

Spark: York are onsite with a scheme to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. There has been a delay in construction due to an issue with a contractor that led to a re-tendering exercise, but this has now been resolved and the scheme is due to open in March 2018 with a tenancy that runs until summer 2020.

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

### Future Outlook

Public consultation on the emerging ideas for the Castle Gateway was completed on 22 December, and a report on the outcome of that process will be produced through the My Castle Gateway project in mid-January. During the consultation period further transport modeling and commercial viability testing of the ideas will be carried out with BDP and Deloitte. The outcome of all these processes will then feed in to create a preferred masterplan for the Castle Gateway. This will be taken to the March 2018 Executive.

Alongside the masterplanning work officers will be working with Deloitte to explore potential delivery models and development partnerships for the preferred masterplan. This will also include the identification of potential external funding sources. This will also form part of the March Executive report.

### Key Risks

Risk (brief description/ consequence)	Control/Action	Gross Risk	Net Risk
<p>Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets</p> <p>The council fail to develop the best</p>	<p>It is likely that the council will need to seek external legal support and advice</p> <p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future. Legal are currently conducting a review of the project and identifying what resources are needed and</p>	<p><b>21</b></p>	<p><b>14</b></p>

<p>delivery structure for developing out its land assets, or are unable to secure the most advantageous contractual agreements with identified partners. This represents a significant risk to both the Castle Gateway project and the council achieving best value.</p>	<p>whether this will be internal or external.</p> <p>Procure external legal advice to advise on any potential partnerships and the structures of any deals</p>		
<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets</p>	<p>Discussions with landowners and developers to facilitate development are ongoing. Discussions are ongoing with the other major landowner in the Castle Gateway (Steamrock) to understand if it would be an option to develop our assets in partnership.</p> <p>In January the Executive approved the Area of Opportunity Policy, which will serve as the planning framework for the area, for inclusion in the emerging Local Plan. Although it will not be a formal planning evidence base until the Local Plan goes out to consultation it is a material consideration for Development Management purposes.</p> <p>The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development.</p> <p>A planning application has been submitted by Northminster for the NCP garage site on Piccadilly for a hotel and apartment development.</p> <p>Steamrock/Oakgate has permitted development rights to convert Ryedale House in to apartments and are preparing a planning application for the Banana Warehouse.</p>	<p><b>23</b></p>	<p><b>19</b></p>
<p>Failure to provide a realistic timeframe for potential development of council land assets may result in</p>	<p>To develop and bring forward a clear vision for the Castle Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment</p>	<p><b>20</b></p>	<p><b>19</b></p>

<p>unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium time period would need significant expenditure.</p> <p>The council has to spend significant money on assets in the short term to keep them operational when they will potentially close in the near future. This would represent wasted expenditure, but it may be unacceptable to close them without a clear identified plan in place for their future use. If any money is invested in to the assets it may make it difficult to bring them forward for fear of having wasted that money.</p>	<p>and risk the council wants to assume.</p> <p>Work is ongoing with Directors and Members to establish the level of risk and investment the council want to assume, which will establish the nature of the council's involvement in Castle Gateway and the future use of land assets. The first stage in assessing these options was the Castle Gateway vision report that was taken to the Executive in January. This approved the appointment of masterplan consultants to bring forward options for the council owned sites and to explore a commercial partnership option with Stemarock Capital.</p> <p>To allow informed decisions on the above Deloitte has been commissioned to provide commercial and valuation advice. They are currently completing their development appraisals and valuations for the council land assets.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice has</p>	<p><b>21</b></p>	<p><b>20</b></p>

<p>these opportunities may result in the failure of the key aims of the project.</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the regeneration aims of the Castle Gateway without council investment these may result in the council losing existing and potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails.</p>	<p>been procured and will be provided by Deloitte. This is crucial to understand the value of the council assets to ascertain the different delivery options and the council's capacity to generate financial returns. This advice is due back by the end of March.</p>		
<p>The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.</p> <p>The project can not be delivered and all investment to date on delivering the project form abortive costs.</p>	<p>The council has commissioned external commercial advice and has completed development appraisals for its land assets in the Castle Gateway. This identifies the potential land values and developer profit that is achievable from its development sites which could fund the project.</p> <p>Planning gain contributions are being sought from applications received in the area to help deliver the key infrastructure improvements needed to achieve the vision. However, it should be noted that until the Local Plan is out for consultation, and ultimately adopted, the ability to maximise this funding stream is limited.</p> <p>A bid has been made for funding towards the proposed pedestrian/cycle bridge to the National Infrastructure Productivity Fund.</p> <p>The masterplan process will be an iterative process, with the masterplan options tested at each stage with commercial advisors to ensure that it is broadly deliverable.</p>	<p><b>23</b></p>	<p><b>19</b></p>

	The preferred delivery model will be worked up in conjunction with that process to ensure it is capable of delivering the masterplan. However, it should be noted that the council's desire to be involved as developer may be key to viable delivery.		
<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>Executive Member</b>	Cllr David Carr and Cllr Ian Gillies		
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local Plan Policy, City Transport Policy		
<b>Papers from other public meetings (e.g. executive, council, 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>Document  <a href="http://democracy.york.gov.uk/documents/s100456/Report.pdf">http://democracy.york.gov.uk/documents/s100456/Report.pdf</a></p> <p>Executive November 2016  Land assets on Piccadilly  <a href="http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf">http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</a></p> <p>Executive January 2017  Update  <a href="http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf">http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</a></p> <p>Executive August 2017</p>		

<b>Project Title</b>	Local Plan
<b>Reporting Period</b>	December 2017
<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>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 10<sup>th</sup> July and Executive on 13<sup>th</sup> 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 accommodating this future growth for consultation;</li> <li>• ask for Members approval of non-housing and employment site specific policies for consultation; and</li> <li>• 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.</li> </ul> <p>The Executive on 13<sup>th</sup> 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</p>	

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

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

Officers are now processing the outcomes of the consultation.

On the 14<sup>th</sup> of September the Department for Communities and Local Government (DCLG) released 'Planning for the right homes in the right places: consultation proposals'. These proposals to streamline the planning system were primarily concern how local housing need is assessed, both in terms of absolute numbers and where the new houses are built. The aim is to speed up the house building process and build more houses in areas of low affordability. The consultation ran for eight weeks and closed on Thursday the 9<sup>th</sup> of November. The Government indicated that after reviewing the responses to this consultation along with responses to the Housing White Paper it will publish a draft revised National Planning Policy Framework (NPPF) in 2018. The Council responded expressing concerns about the proposed approach.

The proposal includes a proposed methodology for calculating housing need. This is based on three principles: simplicity, using publicly available data and producing realistic targets (which take into account affordability in the local area but caps new targets so as to still be deliverable). With this new methodology the proposals come to an indicative minimum of 1,070 dwellings p/a for York for the period 2016 to 2026.

On 16<sup>th</sup> November the Secretary of State for Communities and Local Government wrote to the Council. The letter emphasised the importance of up-to date local plans. He then expressed concern about the lack of progress City of York has made on plan-making. The Council was asked to outline any exceptional circumstances, by 31st January 2018, which justifies the failure to produce a Local Plan. In addition to this explanation, he requested information on any measures that the authority has taken, or intends to take, to accelerate plan publication.

## **Future Outlook**

It is the intention of officers to bring a report to Local Plan Working Group and Executive in January 2018. This will seek approval for a regulation 19 publication draft document. This will be subject to consultation in February 2018 with the intention of submitting a plan for Examination by the end of May 2018. It is anticipated that the Examination will take approximately 9 months.

The Council is currently preparing a response to the Secretary of State's letter dated 16<sup>th</sup> November highlighting the importance of responding through the Local Plan process to the release of the MOD sites in November 2016 and including a commitment to submit at the end of May 2018.

### Key Risks

Risk	Control/Action	Gross Risk	Net Risk
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 utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18

The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
<b>Reports To</b>	Executive, Local Plan Working Group		
<b>Executive Member</b>	Cllr Ian Gillies is Executive member Cllr David Carr and Cllr. Keith Aspden are responsible for leading the process Cllr. Nigel Ayre chairs LPWG		
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Deliverability of York Central		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	<p>Executive July 2015</p> <p><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></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s98802/Report.pdf">http://democracy.york.gov.uk/documents/s98802/Report.pdf</a></p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf">http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</a></p> <p>Executive January 2017</p> <p>Update on Local plan</p> <p><a href="http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</a></p> <p>Executive October 2017</p> <p>Minerals and Waste Joint Plan - Submission</p> <p><a href="http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf">http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</a></p>		

<b>Project Title</b>	The Guildhall
<b>Reporting Period</b>	December 2017

## Description

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 has 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.

## Current Status

**Green**

This progress update covers the period 1 July - 30 Nov 2017.

Further to the July highlight report :

The project is progressing well with all approvals in place for delivery:

### Statutory Consents / approvals

- Planning and LBC approvals granted 16 Feb 17
- Executive approval for scheme delivery 16 Mar 2017
- Full Council approval of budget requirement 30 Mar 2017
- Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery

However project progress has slipped behind programme for the following reasons :

### Contractor procurement

- ITT documentation (for the stage 1 tender) was issued 25 May 2017 (to 4 contractors)
- The ITT stage Bidder Day was held at the Guildhall on 14 June 2017 with individual sessions for each contractor (reduced to 3 when one contractor withdrew)
- ITT queries were managed via the YorTender portal
- The ITT submission date was extended to 19 July (from 5 July) following a request for more time from bidders
- Despite this action a further bidder withdrew - citing the project complexity (specifically site access)
- Bidder interviews were held 26 July - with the preferred contractor selection confirmed following by 28 July
- A further 2 weeks elapsed in clarifying details of the contractor submission before a

confirmation letter could be issued - the standstill period effectively taking us to the August Bank Holiday

- The preferred contractor was Interserve Construction Ltd.

### Design / project development

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

### Future Outlook

It is appropriate therefore to flag an early warning on programme slippage - an updated programme has been requested from the Contractor for the ECI phase and this will inform the Project Board / next Highlight Report.

### Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<p>Capital costs increase/exceed budget</p> <p>Costs of scheme exceed current budget estimate as scheme is developed in detail.</p> <p>Project becomes unaffordable</p>	<p>Project team approach - early contractor involvement - value engineering workshops</p>	<p>23</p>	<p>19</p>

<p>Insufficient revenue income to repay borrowing</p> <p>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs.</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process</p> <p>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</p>	<p>23</p>	<p>19</p>
<p>Failure to secure pre-let on restaurant unit at appropriate value</p> <ul style="list-style-type: none"> <li>• No offers at expected value</li> <li>• Failure to agree heads of terms</li> </ul> <p>Project is unviable/too risky</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process, may require re-marketing</p>	<p>23</p>	<p>18</p>
<p><b>Reports To</b></p>	<p>Executive, CSMC, project board</p>		
<p><b>Executive Member</b></p>	<p>Cllr. David Carr</p>		
<p><b>Responsible Director</b></p>	<p>Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services</p>		
<p><b>Dependencies</b></p>	<p>Local plan</p>		
<p><b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b></p>	<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>		

## Planning application links

16/01971/FULM | Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation | The Guildhall Coney Street York YO1 9QN

<https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00>

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

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

Executive March 2017

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

<b>Project Title</b>	Community Stadium
<b>Reporting Period</b>	December 2017
<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>An update report to executive was presented on 19th October 2017 detailing progress for the project and a change to risk around the commercial development and land sale deal which requires executive to note.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> <li>• Construction retender finalised with the appointment of Buckingham Group Construction Limited by GLL.</li> <li>• Exec report on the Yearsley review and future of the Yearsley pool site completed with a recommendation that allows Yearsley to stay open for at least another 5 years.</li> <li>• Completion of the partner agreements with the NHS, YAC and York High School.</li> <li>• Start of the pre-construction works as of 2 October 2017 which allowed for final construction design, site mobilisation and pre-orders for steel and portacabins.</li> <li>• Completion of the Design Build, Operate and Maintain (DBOM) and all associated contracts on 16 November 2017.</li> <li>• Site mobilisation and ground preparation started December 2017 with full construction starting 8 January 2018.</li> <li>• Completion of the commercial land sale and developer offer.</li> <li>• Site mobilisation November/ December 2017.</li> </ul>	
<b>Future Outlook</b>	
<ul style="list-style-type: none"> <li>• January 8th 2018 Full Construction start.</li> </ul>	

- Site completion April 2019.
- Site operational June 2019.

## Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
NHS fail to sign agreement for lease in time for DBOM. GLL will require CYC to underwrite all costs for the NHS areas which total c£240k at present per year.	Discussions ongoing at high level between CYC Chief Exec and Chief Exec of the York NHS Trust. Confirmation of design and delivery and NHS approval of legal agreement.	19	19
Failure to deliver completion of the DBOM legal contract in the current timescales. Delay to the project build and delivery timescales. Increased cost of build, increase in legal and project costs.	Legal advice and input from Bond Dickenson as well as Legal officers. Ongoing work to finalise all contracts within the agreed timeline.	19	19
Commercial return on land receipt.  Not realising estimated commercial return on commercial proposals in the final bid or completing the commercial deal due to developer failing to meet budget and procurement requirements.  Not sufficient revenue to finance the build of the leisure building and facilities. Additional capital required by CYC, value engineering required, decrease	Savills report supports figures as proposed. Potential to increase the amount of retail in the final scheme. Reduce the outputs of the project.  Awaiting outcome of the commercial development deal between developer and the fund. 6/9/2017	23	23

spec or size of the build.			
<b>Reports To</b>	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
<b>Executive Member</b>	Cllr. Nigel Ayre		
<b>Responsible Director</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>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	<p>Full Council March 2016:</p> <p><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</p> <p><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</p> <p><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</p> <p>Community Stadium &amp; Leisure Facilities Report</p> <p><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</p> <p>Community Stadium Project Report</p>		

<b>Project Title</b>	Digital Services (CRM)		
<b>Reporting Period</b>	December 2017		
<b>Description</b>			
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>			
<b>Current Status</b>			
<b>Red</b>			
<p>There has been a change in Project Manager for the Digital Services Project, with the previous manager leaving mid November. A handover was completed with the new Project Manager moving into the role.</p> <p>The Infosys review has now been completed, and a final report on their findings is expected week commencing 11th December. No concerns have been raised regarding the new configuration, and this provides reassurance that the configuration approach taken has been the correct one.</p> <p>Working with Oracle and Infosys, the Infrastructure Services Team have found a method of deploying the CRM Citrix shortcut in a way that is supported by Oracle and that removes the performance issues previously experienced. Both the CPT Live and Test shortcuts have now been deployed in this way, and feedback has been invited from users on any issues they find. Initial testing has shown an improvement in performance.</p> <p>Work is continuing on rebuilding back office processes within the new CRM environment, as well as building prototypes of e-forms using OPA.</p>			
<b>Future Outlook</b>			
<p>Given we have the assurances from the review, a period of planning will now take place (aligned to the resource activities) to define the detailed plan for recommencing implementation. This will be available in due course but it is not expected to deviate from the phased plan agreed at Digital Services Group. It will seek to define timescales and sequence.</p>			
<b>Key Risks</b>			
<b>Risk (brief description / consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.	Appoint independent reviewer and complete review.		
Solution does not meet requirements in	Engage with all business areas - stakeholders through a business readiness assessment	<b>23</b>	<b>23</b>

terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Business readiness assessments and VSM to be completed by end of Sept		
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed.	Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up. Ongoing face to face dialogue with services.  CPT to complete knowledge transfer including training material. Processes (outside of Release 2) passed to configurers whilst CPT are still on-site. Schedule Oracle training course (5 day).	17	12
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live	Ongoing face to face dialogue with services  Complete Business Readiness Assessments	23	19
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Engage with all business areas - stakeholders through a business readiness assessment  Business readiness assessments and VSM to be completed by end of Sept	23	23
<b>Reports To</b>	Digital Services Programme Board: Corporate Scrutiny and Management Board		
<b>Executive Member</b>	Cllr. David Carr		
<b>Responsible Director</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	CRM Lagan MDM – Clearcore Govtech Rev's and Ben's		

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

Corporate and Scrutiny Management Policy and Scrutiny Committee  
9<sup>th</sup> May 2016  
City of York Digital Inclusion

<b>Project Title</b>	Adult Social Care – Future Focus
<b>Reporting Period</b>	November 2017
<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 approach alongside communities, families and carers, are the most effective way to approach the challenges outlined above. A review of national best practice and emerging evidence to identify the elements of such approaches that are likely to be of key importance for any operating model that seeks achieve both improved lives and financial sustainability for Adult Social Care.</p> <p>To be successful this will entail:</p> <ul style="list-style-type: none"> <li>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;</li> <li>Focusing on maximising the Assets, Skills Knowledge and Strengths of individuals and their communities in maintaining health, wellbeing and independence and thereby helping people develop and maintain skills that will maximise their independence in the long term;</li> </ul>	

Reaching people earlier and being more accessible in local communities;

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

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

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

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

## **Current Status**

**Green**

Activities completed and progressed in the period are:

1. Continued design engagement with staff groups and managers.
2. Fact finding with other local authorities.
3. External / interdependent stakeholder engagement commenced (Phase 2).
4. Continued Customer engagement
5. Business Case Development
6. High Level Delivery Planning (Phase 2) commenced.

## **Progress Update**

Continued design engagement with staff groups and managers.

It is really important that we take time to design, with the business, the size and shape of the teams, leaving the possibility of changing core aspects of this during the lifetime of the project. The conversation will continue into the implementation phase. The development of a 'blueprint' of how team will operate was identified as a key product from phase 1, however overly detailed team structures have been identified as potentially impeding deliver of innovation or pilot sites. High level plans form and function design will proceed with senior managers input.

Fact finding with other local authorities.

Future Focus team along with staff from Adult Social Care have been visiting other Local Authorities to see how they have implemented and developed a community, strength based approach, reducing bureaucracy and paperwork. This has been very exciting, seeing the change in action and talking with adult social care teams who are excited about the work they do getting better outcomes for the people they work with. So far we have made trips to Leeds and Calderdale and have plans to visit Derby and Wigan. Week of 20th November saw 3 members of the programme team meet 17 other local authorities in a conference looking to share knowledge and experience of developing a strength based community led approach.

External / interdependent stakeholder engagement commenced (Phase 2).

Transforming the culture, skill set and tools of Care Management is a key element of the programme. The earlier investment in external support though KPMG has been

successful in enabling the programme team to identify the multiple challenges and opportunities of the current systems and to develop a business case, however at the end of the design phase it is clear we will need specialised help to progress against a model that will work for York. Work has begun to identify an appropriate partner for phase 2 and the programme is seeking an appropriate method for engaging the partner to support our work with input from procurement, legal and finance colleagues.

### Continued Customer engagement

The work to ensure that customers and carers can contribute their ideas and views to the programme continues. Leaflets in both standard and easy read are available through partners and being handed out by the staff teams. So far we have had 42 responses, with 23 of these people keen to be further involved. We have held 3 focus groups for some of these people already as well as telephone conversations. They have provided us with some really positive feedback as well as some valuable experiences and ideas which will continue to help to inform the programme. As we move into implementation these people will form part of an important reference group that will help to shape the new model. The most recent group was held on the 25th October in West Offices.

### Business Case Development

A draft business case exists to support the Adult Social Care transformation programme team (Future Focus) define a new Adult Social Care (ASC) operating model to an appropriate and meaningful level of detail. The design is based on a set of established design principles for the programme, and CYC's overarching aim to prevent, reduce and delay the need for care. The work of the design phase has identified: Issues and challenges within the current system and current operating model; Outcomes required of the new operating model; a high level overview of a future operating model; potential cashable savings available to the directorate based upon analysis and assumptions; Potential non cashable time equivalent savings based upon business data analysis and staff input and potential costs to the directorate to implement changes in order to realise time equivalent and cashable savings.

### High Level Delivery Planning (Phase 2) commenced.

Based in the findings from the business case, planning has commenced to break down the activities and initiatives into sub projects. Each sub project has a lead within the programme plan or identified as part of ongoing work within the business. The programme will establish work stream and project groups to undertake detailed delivery plans and change. Along side these a number of cross cutting activities such as systems development or HR change have been identified which will support all relevant areas. Ongoing oversight of the dependencies between the work streams will continue via the programme manager and the development group. Combined updates and reports will continue to be escalated via HHASC DMT which is acting as the Future Focus Programme Board.

### **Future Outlook**

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

1. Finalise investment and saving plan.
2. Engage Phase 2 delivery partner.

3. Agree programme approach for phase 2.
4. Identify possible location of Innovation site.
5. Kick off meetings held for sub-projects of programme.

Finalise investment and saving plan to be agreed:

See issues above. The programme will seek formal sign off of savings and cost plans identified within the business case during the next period.

Continued Manager and staff Engagement:

This group is key to the roll out of strength based approaches and their input is necessary as we refine the forms and functions of the future operating model.

Engage Phase 2 delivery partner:

See issues above. Work has commenced to engage a partner to support phase 2 of the project via the most appropriate engagement method supported by procurement, legal and finance colleagues.

Identify possible location of Innovation site:

In preparation for delivery of the strength based approach we are looking to identify a location or locations in the city which will support this. Work has commenced this period and will look to deliver within the following weeks to identify a shortlist of areas to proceed within. This methodology will look at referral rates, existing supporting services, a community hub location and a shortlist will be reviewed by managers for a decision.

Kick off meetings held for sub-projects of programme:

Based in the findings from the business case, planning has commenced to break down the activities and initiatives into sub projects. Each sub project has a lead within the programme plan or identified as part of ongoing work within the business. "Kick off" meetings to mobilise these will comment within the next period.

**Key Risks**

<b>Risk</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</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	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.  Benefits will have been sensitivity tested as part	19	14

prevent full extent of savings to be realised putting ASC financial Savings plan at risk.	of the Full Business Case created in Phase 1 before Proceeding into Phase 2.		
The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	<b>15</b>	11
<b>Reports To</b>	The Programme uses existing Management Structures in HHASC and uses DMT as its Programme Board.		
<b>Executive Member</b>	Cllr Carol Runciman		
<b>Responsible Director</b>	Martin Ferran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Market development, Comprehensive Information, Advice and Guidance for ASC		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>			

<b>Project Title</b>	Outer Ring Road		
<b>Reporting Period</b>	December 2017		
<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. Following an intense period of activity, the Final Business Case (FBC) was submitted to WYCA in early November. This is the start of a four month process culminating in the Combined Authority meeting in February 2018 for ratification of the FBC and release of funding. Funding for the first junction upgrade has been accepted by the WYCA Portfolio Assessment Team, but more work is needed to establish the release of funding for the remainder of the programme.</li> <li>2. The land issue at Low Fields Farm (see risks) was discussed at the CYC Capital Asset Board and a way forward was agreed. This will enable the project team to negotiate the purchase of land.</li> <li>3. Progress has been made on a procurement document to invite external law firms to tender for the work required to draft a Compulsory Purchase Order.</li> <li>4. Following a workshop to understand the implications for future proofing the junction upgrades for dualling the YORR in future years, a number of measures were proposed e.g. central reserve, widened structures and earthworks.</li> <li>5. The project team presented a report to the bi monthly Project Delivery Group (formerly Project Board) which provides governance over operational issues.</li> <li>6. Drainage surveys continued to be undertaken through the evenings, now due to be completed in December 2017.</li> <li>7. More preparation work for consultation has been undertaken in the period.</li> </ol>			
<b>Future Outlook</b>			
<ol style="list-style-type: none"> <li>1. Issue the ITT for external law firms to bid for drafting CPO documents.</li> <li>2. Make preparations for undertaking core testing of the pavement structure of the YORR.</li> <li>3. Commence negotiations with four landowners at A1237/Wetherby Road junction to purchase land.</li> <li>4. Finalise arrangements for consultation and information sharing for the first junction upgrade at A1237/Wetherby Road, planned for January 2018.</li> <li>5. Begin discussions with CYC Delivery Team to plan for construction at A1237/Wetherby Road in May 2018.</li> <li>6. Appoint AECOM to provide commercial support for 5 above.</li> <li>7. Start planning the removal of vegetation to avoid any conflict with nesting birds.</li> </ol>			
<b>Key Risks</b>			
<b>Risk (brief</b>	<b>Control/Action</b>	<b>Gross</b>	<b>Net</b>

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

submission and procuring Planning Approval may delay the programme e.g. ecology surveys can only be done at certain times in the year.			
<b>Reports To</b>	Transport board, Project Board and Lead Member Board		
<b>Executive Member</b>	Cllr Ian Gillies		
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	LTP4, Local Plan		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	Executive West Yorkshire Transport Fund – 24 November 2016		

<b>Project Title</b>	Housing Development (HCA partnership)
<b>Reporting Period</b>	December 2017
<b>Description</b>	
The accelerated delivery of mixed tenure housing across multiple sites in the city	
<b>Current Status</b>	
<b>Amber</b>	
Two reports were considered by Executive on 7th December. In respect of the Housing Development Company proposal, the following recommendations were approved:	
<ul style="list-style-type: none"> <li>i. That the core vision and scope of the programme be approved, with each site to be considered for development through a detailed site development business case.</li> <li>ii. That the establishment of a company wholly owned by the council, for the purpose of residential development, be approved, noting the timescales associated with this process.</li> <li>iii. That the development company be added to the scope and responsibilities of the existing Shareholder Committee.</li> <li>iv. That a financial resource allocation be approved as set out in paragraphs 28 and 29 of the report, for external design, cost consultant, legal and financial advice, and to enable the appointment of a suitably qualified and experienced interim Managing Director for up to 12 months, to assist in the formation of a development company and in the production of a five year business plan.</li> <li>v. That the recruitment decision and remuneration package for the interim Managing Director be delegated to the Leader and Deputy Leader of the Council, in consultation with the Corporate Director of Health, Housing &amp; Adult Social Care and the Corporate Director of Economy &amp; Place.</li> <li>vi. That the steps required to fully investigate the potential to deliver sites through a development agreement with a partner or partners be noted.</li> <li>vii. That it be noted that a framework for the development partner agreement will be produced and brought to the Executive for approval prior to starting the formal procurement process.</li> </ul>	
Reason: To progress with the building of much needed new homes in the city.	
This approval will provide the resolution and resources to progress a number of key workstreams in delivering the Housing Development Programme.	
The second paper considered by Executive related to the delivery of Lowfield. The following recommendations were approved:	
<ul style="list-style-type: none"> <li>i. That Option 1 be approved and existing project management resources be used to undertake the procurement of a construction contractor and related support services, in compliance with all relevant procurement legislation, for the residential</li> </ul>	

development , associated infrastructure and public space works at the Lowfield site, in accordance with planning permission once this is received.

ii. That it be noted that:

A detailed business plan for the development of the site will be brought back to the Executive before a contract is entered into;

The intention is for the Housing Development Contractor to be the employer for the purposes of the contract, subject to Executive approval of its establishment.

iii. That the high level business case for Lowfield to exceed the planning policy level of affordable housing be approved, with the precise level of affordable housing to be determined at the point when the detailed business case is considered.

iv. That approval be given to recruit of a Development Project Manager to aid the delivery of residential redevelopment and associated infrastructure at Lowfield.

v. That the steps required and the timescale associated with the commencement of development at Lowfield be noted.

Reason: To progress with the building of much needed new homes in York.

## **Future Outlook**

There are a number of work streams which will be undertaken in parallel following the Executive resolutions of 7th December. In summary, these are:

### **Lowfield**

- Seek to obtain planning permission
- Determine best procurement route for a building contractor
- Prepare procurement documents
- Undertake procurement process
- Prepare detailed business case to be brought before Executive, seeking approval to transfer land into development company, borrow money to fund the construction, and to sign the construction contract

### **Development Company**

- Procure external legal and financial advice
- Add detail to the proposed company structure and governance arrangements
- Prepare a five year business plan for Executive decision covering issues such as:
  - Strategic objectives
  - Financial modeling, including investment requirements and surplus projections
  - Framework of social and environmental aspirations
  - Site feasibility studies, with associated timescales
  - Risk and mitigation

### **Partnership Opportunities**

- Analyse options and opportunities, learn from the experience of other Local Authorities
- Soft market testing of options for shared delivery of housing
- Prepare framework of potential partnership arrangement for Executive consideration

<b>Key Risks</b>			
<b>Risk (brief description / consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Reaching agreement over the correct commercial partner to deliver housing	Soft market testing. Obtaining legal and procurement advice.	<b>19</b>	<b>19</b>
Housing market fluctuations	Robust market testing and analysis. Maintaining control over costs.	<b>18</b>	<b>18</b>
Planning permission	Resident and Ward Councilor consultation. Taking advice from internal specialists. Careful consideration of site proposals.	<b>19</b>	<b>19</b>
Approval of business case	Robust and tested proposals.	<b>18</b>	<b>18</b>
<b>Reports To</b>	Working group established which reports into Executive where approval is sought for key decisions.		
<b>Executive Member</b>	Cllr, David Carr and Cllr. Sam Lisle		
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	None		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	March Executive meeting – approval of project inception <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9311">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9311</a>		

<b>Project Title</b>	Specialist Disabled Children Short Break Facility
<b>Reporting Period</b>	December 2017
<b>Description</b>	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> <li>1. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York.</li> <li>2. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region</li> </ol> <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> <li>• Invest capital in developing a 'Disability Centre of Excellence' which has the potential to be a leader in innovative practice both regionally and nationally</li> <li>• Make York Home for more disabled children and young people by reducing out of Area placements</li> <li>• Develop and invest in service provision in order to generate future savings and income generating potential</li> <li>• Deliver better outcomes for disabled children and young people including those with the most complex needs</li> </ul> <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
<b>Current Status</b>	
<b>Green</b>	
Project planning	
<ul style="list-style-type: none"> <li>• Feasibility work will be completed within agreed timescales and under budget</li> </ul>	
Consultation and engagement	
<ul style="list-style-type: none"> <li>• Cllr Rawlings was interviewed on Radio York about the project along with local parent, SEN national expert and TV personality. CYC received positive press coverage.</li> <li>• Lead and Ward Councilors have been briefed and consulted on plans, progress and next steps</li> <li>• Report has been presented to CMT</li> <li>• All consultation feedback from parents, staff and partners has been collated, consolidated and fed back to Specialist Design Consultants</li> </ul>	

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

#### Business case

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

#### Land option

- Location option agreed subject to decision on the existing provision on the land. This will take place on 7th December by Executive Members.
- Significant discussions have taken place with Ebor Academy Trust and Hob Moor School about potential co location options
- Potential site layout options have been discussed with key stakeholders partners and Specialist Design Consultants
- Discussions have taken place with CYC Education, legal and finance about potential changes to the land transfer to Hob Moor School as part of their Academy conversion. This has been done ensure maximise flexibility and opportunity to potential building plans post academy transfer.
- The implications for different options on green space, traffic / transport and community access have initially outlined and presented to ward Councilors.

#### Future Outlook

- QS cost consultants need to be commissioned to develop a more accurate costing of the overall build
- First draft of the final feasibility plans could be presented to the project board.
- Executive paper to be developed and presented in January. This paper will seek agreement of business case, recommend Council identify the required capital investment as part of the capital programme and agree the preferred land option.
- Pre application conversation with planning
- Key stakeholders including parents, staff and partner agencies will be communicated about outcome of feasibility study and agreement to progress to next stage.

#### Key Risks

Risk	Control/Action	Gross Risk	Net Risk
Parents with disabled children are unhappy with the feasibility process and or the proposed changes to provision	Parent communication and engagement plan Co production approach taken by involving parents in each stage of development	20	19
The feasibility plans and proposals are unable to	Finance lead part of Project Board (PB) Financial modeling for future plans developed from the start and scrutinised by PB	20	19

demonstrate financial viability			
Key stakeholders are not adequately engaged with the feasibility work and development plans e.g. Health, Adult services, ER / NY	Key stakeholder part of PB Additional meetings arranged to consult and involve specific stakeholders	<b>14</b>	<b>13</b>
<b>Reports To</b>	Project Board chaired by Eoin Rush and CEC DMT		
<b>Executive Member</b>	Cllr Stuart Rawlings		
<b>Responsible Director</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	None		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>			

<b>Project Title</b>	Provision of School Places 2017-2023
<b>Reporting Period</b>	December 2017
<b>Description</b>	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
<b>Current Status</b>	
<b>GREEN</b>	
<p>The project has now concluded the forecasting phase. Local datasets on current pupil numbers, migration and currently approved housing schemes are now compiled into forecasts for 17 primary and 4 secondary planning areas. These include data on the capacity of schools, which is subject to future revision as well as forecasts for pupil numbers until 2022/23.</p>	
<b>Capacity</b>	
<p>School capacity across all existing schools is now well into a second level of assessment, where officers are planning and conducting site visits to assess the size of the school estate, and from these visits, recalculate and revise data held by CYC re: the capacity of existing school buildings.</p> <p>Schools and academies have been categorised in one of three categories, A, B and C with those rated highest being those schools and academies that were identified as potentially having more capacity than their current net capacity assessment and/or funding agreement indicated. Category 'A' schools were prioritised in the schedule of visits and all A-rated schools have now received site visits from schools buildings officers. A further schedule of site visits for category 'B' and 'C' schools continues.</p> <p>Site visit data has been used to begin producing and calculating new capacity figures and to identify any current and potential teaching spaces that may be available, or can be recommissioned for alternative uses.</p> <p>Where queries have been returned these have been followed up with schools prior to signing off capacity figures. It is envisaged that all B-rated schools and academies will be visited or reviewed over the first half of the school year.</p>	

## **Forecasting**

Forecast data had previously been quality assured and submitted to the Education and Skills Funding Agency, incorporating existing intelligence from school census, housing and school admissions data and preference trends. A separate submission has also been made to the ESFA regarding what Basic Need funding has been spent or committed to date and the high-level priority areas that future Basic Need spending will need to address.

These datasets have now been signed off formally by the ESFA, and will now be used to determine future funding allocations, providing central government funding for additional school places required as a result of demographic, non-housing related growth in pupil numbers across the Local Authority area.

## **General**

Officers in the past month have met with colleagues from the Department of Education to discuss place planning priorities and methodology, as well as started to draft a report following a consultation on admissions policies and numbers for the 2019/20 school year.

## **Future Outlook**

Now that the forecasting phase of the project is complete, and will not be revisited until Summer 2018, the project will move to a communication and consultation stage with major stakeholders in early 2018, as schools and academies in the city are provided with relevant information and jointly start to identify potential solutions. Further engagement with stakeholders and members will be planned throughout the course of the project.

A project group is now in place which will review actions in an increasing number of workstreams arising from the project.

The signed off ESFA data will form the basis for the identification of future Basic Need allocations, a process of high level prioritisation of need will continue to be refined alongside the confirmed capacity and forecast workstreams. This data will be re-run annually but the project will now proceed with current forecasts within this communication phase, over the course of the current school year.

This process of highlighting by planning area, where additional places are required, will be complemented by a presentation in January 2018 to the York Schools and Academies Board, with a view to seeking the views of existing schools and academies in outlining where future demand may be met. This information and analysis will later be shared with members, colleagues and the school community, to inform current and future strategy, and decision making on priorities to be taken forward in the coming months and years.

Where places may be required for the start of the 2018/2019 school year, in planning areas that require additional permanent or bulge (temporary) accommodation, these will be advanced separately to the main body of work for the period up to 2022/23. Conversations with colleagues in the Department for Education involved in the academisation process continue in order to ensure those schools converting to academy status have the correct total site capacities stated in their funding agreements, particularly those at the start of the process of academisation. Colleagues in the Department for

Education have also highlighted a willingness to amend any existing funding agreements in a similar fashion.

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

### Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.	Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs with data and potential solutions.	19	12
The project delivers a sufficient number of new places before these places are required by residents, leading to under subscription of other schools.	Engaging with stakeholders (schools/MATs/DfE/developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA then actively manages any increases in supply across relevant planning areas to minimise significant under subscription at existing schools.	19	13
The project delivers a sufficient number of places but with a cost per place that is too high - stretching the ability of funding to meet all needs.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
<b>Reports To</b>	Children, Education and Communities Directorate Management Team meeting		
<b>Executive Member</b>	Cllr Stuart Rawlings		
<b>Responsible Director</b>	Jon Stonehouse – Corporate Director of Children Education and Communities		
<b>Dependencies</b>	None		

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

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<b>Project Title</b>	Allerton Waste Recovery Park (AWRP)
<b>Reporting Period</b>	December 2017
<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>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.</p> <p>Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
<b>Current Status</b>	
<b>GREEN</b>	
<p>The commissioning phase is nearing completion and the facility is operating for the required continuous days, with the required volumes of Waste in order to fulfill the requirements for the sign off for each of the components. This is being closely monitored by the independent tester.</p> <p>During commissioning there has been the expected process issues and equipment failure, but these have been managed within the parameters of the project and the contract and the commissioning phase is still on track.</p> <p>Further work is being undertaken on the partnership between NYCC and CYC moving forward and an update will be presented to Executive on the 8<sup>th</sup> February 2018.</p> <p>The transfer station at Harewood Whin has functioned well during the commissioning period. The commissioning period has required CYC collection vehicles to tip at the transfer station and at the landfill and an exercise is ongoing to ensure related performance data can be reconciled. Once full service commences at the beginning of February all waste will be tipped at the transfer station.</p> <p>Progress is also being made on the visitor centre, Claro house, and this will be ready to host visitors in the new year.</p>	
<b>Future Outlook</b>	
<p>A paper will be presented to Executive updating on the progress of the project and agreements with NYCC on the 8<sup>th</sup> February 2018.</p> <p>The commissioning period will continue to the end of January and once the necessary certifications are in place, full service will commence at the beginning of February.</p>	
<b>Key Risks</b>	

<b>Risk</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	The arrangements are built into the contract however, there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.  Process now nearing completion and will be ready for agreement in the autumn.	<b>19</b>	<b>14</b>
Residents don't see the benefits of the Waste strategy.	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.  Key communications staff key into the project. Work ongoing with the contractor on educational programme.	<b>15</b>	<b>14</b>
Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency, impact on collections and increased costs, reputational issues with collection authorities and residents.	Work with collection authorities to develop a strategy and delivery plan.  Implementation now nearly complete.	<b>23</b>	<b>17</b>
Change Management - Changes in government and/or government policies/legislation resulting in financial challenges	Change processes in the schedule and contract, external legal advisers in place, quarterly review of waste law list by external technical advisers,  Ongoing monitoring of waste law list and advisers will highlight any substantial changes which results in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.	<b>22</b>	<b>13</b>
<b>Reports To</b>	The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.		
<b>Executive Member</b>	Cllr. Andrew Waller		
<b>Responsible Director</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	None		

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

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<b>Project Title</b>	Older Person's Accommodation (ASC)
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<b>Reporting Period</b>	December 2017
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## Description

The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:

- fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;
- progress with plans to build a 27 home extension to Glen Lodge;
- seek the building of a new Extra Care scheme at Oakhaven in Acomb;
- see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and
- encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.

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

## Current Status

**GREEN**

This report now includes the Burnholme Project

### Glen Lodge Extra Care scheme

1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is complete. The completion date was three months later than originally planned, because of agreed additional works to the existing entrance area, poor weather over the winter, difficulties securing utility connections and poor organisation of finishing works by the contractor. We will now seek to resolve outstanding building work issues and the time delay matter via the formal contractual route.
2. To date 12 residents have moved in and five more are expected to move in before Christmas. Up to five apartments and one bungalow will be used for Step-down Care over the winter.
3. The team now focuses on fully mobilising the service and integrating existing and new residents, ensuring we give life to our vision of creating a safe and welcoming community for those who live independently but need care.

### Burnholme Health & Wellbeing Campus

1. Construction of The Centre @ Burnholme is progressing well. The existing building and the new extension is being prepared for first fix with external walls up and the roofs

expected to be water tight by Christmas. The new car park to the east of The Centre is complete. Work has re-started on the construction of the access road although cost responsibilities are still under negotiation. The Centre is still on target for completion in May 2018.

2. Ashley House has received planning consent for the Care Home @ Burnholme and plan to begin construction in February 2018. Contractual matters are complete and the contact is due for signing.
3. Executive have agreed to sell land to Priory Medical Group to accommodate their c4,000 m2 health hub. They propose a building which "sits" well between The Centre and The Sports facilities and which delivers both health facilities and, potentially, some upper floor housing accommodation. They plan a public engagement event in Q1 2018 to seek views and comments. They plan to re-locate GP services from three centers, bringing them together at Burholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves. A planning submission is expected in Q1 2018.
4. We have begun to engage GLA, the Council's leisure operator, in planning the future of the sport facilities at Burnholme.

#### Oakhaven Extra Care Facility

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

#### Marjorie Waite Court Extra Care scheme

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court extension. This will deliver 29 new apartments, four new bungalows, a 172 m2 community facility and enhancements to the facilities of the wider complex. It will include homes to rent and homes to buy.
2. Work has begun on preparing the planning application for this work.

#### Lowfield re-development

1. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and public open space and community & self-build was submitted on 9th October 2017 and is expected to be considered by the Planning Committee in January 2018.
2. Executive have agreed that the Council should be the developer of the Housing on the site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
3. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Agreement for Sale.
4. Executive have noted the progress being made to deliver new football pitches at the Ashfield estate and agreed that we can engage in a Community Asset Transfer to

secure their long term use. The planning application for the works is being prepared and we have met with the Football Federation and Sports England, who support the proposals. This will ensure that replacement provision is in place to allow the re-development of sports pitches at Lowfield.

### Existing Older Persons' Homes

1. Consultation with residents, relatives, staff and potential partners at Haxby Hall is concluded and we will report this to Executive in January 2018 and seek agreement to procure a partner to take over the provision of services at Haxby Hall.
2. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work will begin in Q1 2018.
3. The proposals to deliver 33 apartments on the Grove House site are currently under consideration by planning and are expected to be determined by Planning Committee at their meeting in December.
4. McCarthy & Stone are progressing the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.
5. Bids for the purchase of the Willow House Older Persons' Home on Long Close Lane, Walmgate are being pursued although one developer, who planned student accommodation on the site, has withdrawn; therefore we will seek further "best and final offers" from the remaining bidders prior to concluding the matter.
6. Woolnough House older persons' home will close in November, with residents moving safely to new accommodation.
7. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation.

### New Independent Sector Care Home provision

1. The Chocolate Works care home has opened, providing 90 care beds.
2. The plan to build a 76 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs was approved for consent by Planning Committee in October 2017. However, a challenge to that decision means that the Committee will be asked to re-confirm their asset when they meet in December 2017.
3. An application to build a 66 bed care home on Green Lane in Clifton has been submitted and will be considered by the Planning Committee early in 2018.

### New Independent Sector Extra Care provision

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by May 2019 and work will continue until late 2020.
2. The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We agreed nomination rights to a proportion of these homes and expect the Planning Committee

to consider the matter early in the New Year.

## Future Outlook

- a. New residents will continue to move into the new accommodation at Glen Lodge and a focus will be given to creating the therapeutic community that is desired.
- b. Lessons learnt from the design and construction of Glen Lodge will be applied to the design of Marjorie Waite Court.
- c. Work will continue on the contribution of The Centre at Burnholme. 24/7 site security will be put in place over the Christmas break.
- d. Public engagement events will be held to seek views on the proposed Health Hub at Burnholme.
- e. Construction of the Care Home @ Burnholme will begin early in 2018.
- f. Public engagement events will be held to seek views on the designs for the Marjorie Waite Court Extra Care extension and, following that, we expect to submit the Planning Application in January 2018.
- g. Public engagement events will be held in January 2018 to seek views on the design of the Oakhaven Extra Care scheme and, following that, a planning application will be submitted.
- h. A public engagement event will be held in January to seek views on the proposed football pitches at the Askham site and, following that, a planning application will be submitted.
- i. Residents at Windsor House will move during December, January and February.
- j. We will begin consultation on the option to close Morrell House older persons home in Q1 2018.
- k. In January 2018 we will seek Executive consent to begin procurement of a partner to take over Haxby Hall older persons' home.
- l. In January 2018 we will achieve vacant possession of the Fordlands Care Home and conclude the sale to Octopus Healthcare so that they can begin construction in February 2018.
- m. Confirmation of the planning status of the Carlton Tavern Care Home will be confirmed in December.
- n. Determination of the applications for the Regency Mews Extra Care extension, the Green Lane Care Home and the Lowfield Green development will take place early in 2018.

## Key Risks

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

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

via an agreed alternative route. At present these option points include:

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

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

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

<b>Risk</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
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.	<b>19</b>	<b>13</b>
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.	<b>19</b>	<b>6</b>
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	<b>19</b>	<b>14</b>
There is insufficient funding to deliver all of the elements of the project.  The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme.  Alternative sources of funding be identified and secured in order to achieve full project.	<b>19</b>	<b>13</b>
<b>Reports To</b>	Executive, CMT, Project board, DMT		
<b>Executive Member</b>	Cllr. Carol Runciman		
<b>Responsible Director</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Deliverability of York Central		

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

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