

## Update of Major Projects

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

### Please note before reviewing the "Large" project information:

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

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

- See the matrix below when reviewing the risk scores.

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

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Green	Amber	Worse
Community Stadium	Green	Green	Same
Digital Services (CRM)	Red	Red	Same
Adult Social Care – Future Focus	Green	Green	Same
Outer Ring Road (A1237)	Amber	Amber	Same
Housing Delivery (HCA partnership)	Amber	Amber	Same
Specialist Disabled Children Short Break Facility	Green	Green	Same
Provision of School Places 2017-2023	Green	Green	Same
Allerton Waste Recovery Park (AWRP)	Green	Green	Same
Library Procurement Project		Green	
Older Person's Accommodation (ASC)	Green	Green	Same

<b>Project Title</b>	York Central
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>	
<b>Current Status</b>	
<b>Amber</b>	
<p>Public and stakeholder consultation on the emerging masterplan has commenced. The consultation is staged over three phases, with the first considering high level development principles for the site before moving into more detailed masterplan issues.</p> <p>A series of Engagement events have been held with City stakeholders and a pop-up event took place as part of the resident's festival at the end of January - a further event is being held at the NRM on Sat 10 Feb.</p> <p>A change request relating to WYTF funding for access and station gateway works has been submitted for the consideration of WYCA Investment Committee. The changes relate to the location of the proposed site access infrastructure. A preferred Western Access option was agreed by the partnership and endorsed by CYC Executive in November 2017.</p> <p>Preparation of an Outline Planning Application is underway, including development and evolution of the masterplan principles and emerging block layouts and preparation of supporting technical documents. Pre-application discussions have been progressing with the Local Authority</p>	
<b>Future Outlook</b>	
<p>The second stage of masterplan consultation will take place from February 2018, with formal pre-application consultation following from</p>	

March.

A Concept design for site access will be produced from February to facilitate consultation in parallel.

**Key Risks**

<b>Risk (brief description/ consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
<p>Delayed submission or determination of planning applications.</p> <p>Judicial Review challenge to planning consent.</p> <p>Local Plan approach to site allocation and/ or development policies introduces constraints to development at York Central</p> <p><u>Consequences</u> Delayed submission or determination of planning consents would delay commencement of development and reduce public funding availability.</p> <p>Judicial Review would delay the commencement of development, consume project resources unnecessarily and potentially lead to the revocation of the planning consent.</p> <p>Inappropriate site allocation or development policies in the Local Plan could introduce additional</p>	<p>Control mechanisms for this risk include:</p> <ul style="list-style-type: none"> <li>• Allocation of sufficient expert planning resource to the project</li> <li>• Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders</li> <li>• Effective community consultation and engagement</li> <li>• Procurement of expert planning legal advisors to ensure compliant approach</li> <li>• Effective engagement with the Local Planning Authority in respect of the Plan Making Function</li> </ul> <p>Mitigating actions are for the continued resourcing of the control measures and close monitoring of progress by project board</p>	<p>19</p>	<p>13</p>

<p>project cost (e.g. through approach to developer contributions or CIL), or undermine the positive determination of a planning application (e.g. through not allocating the development site).</p>			
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives. This could be a result of:</p> <ul style="list-style-type: none"> <li>• Costs increasing or additional unforeseen site costs being incurred</li> <li>• Erosion of site value through market deterioration</li> <li>• Development risks not being adequately mitigated, leading to inflated pricing for risk by developers/contractors</li> <li>• Creep in the specification or scope of capital works to be undertaken by the partnership</li> </ul> <p>If costs exceed the sum of site values plus public funding availability, the development proposition</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p> <p>A cost effective approach to infrastructure design and delivery has been adopted by the partnership.</p> <p>A range of public funding sources and mechanisms have been identified to support the project whilst spreading risk across the public sector.</p> <p>Continued resourcing of the identified control measures</p>	<p>23</p>	<p>22</p>

<p>will not be viable and a private sector development partner will not be secured to deliver the scheme.</p>			
<p>The development project at York Central will require the public sector landowning partners to come together in a partnership to collectively make the investments necessary to de-risk the project, procuring infrastructure works etc under a legally binding agreement that will set out how returns on this investment are treated amongst partners.</p> <p>The partnership will then have to contract with investors and developers to secure delivery of the homes and business space envisaged at the site.</p> <p>Risks exist at both stages of this process; diverse and/ or conflicting aims within the partnership could reduce consensus and undermine its legal constitution. The legal and fiduciary frameworks under which each partner organisation operates are complex and will also affect how parties interact</p>	<p>Effective project governance and partnership arrangements are resulting in strong joint working and good progress toward Heads of Terms for partnership agreement.</p> <p>Partners are also engaging in activity to de-risk and increase the value of the development, and improve it's attractiveness to the development market whilst still delivering core partner objectives.</p> <p>Continued resourcing of control measures and engagement in project governance</p>	<p>23</p>	<p>22</p>

<p>in the partnership agreement.</p> <p>Investor/ developer procurement may be undermined through levels of residual risk being too high or levels of return being too low to be commercially attractive.</p> <p>Inability to form an effective partnership and successfully engage investors/ developers will result in development taking place in a piecemeal manner, if at all.</p>			
<p>Large-scale infrastructure interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.</p> <p>Given the scale and complexity of these infrastructure interventions, risks exist associated with feasibility of construction, land requirements technical complexity and environment impacts.</p>	<p>Detailed design of core infrastructure is currently underway, this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.</p> <p>Close liaison between design/ technical teams and planning advisors is in place, and monitoring of activity at project team and board levels is undertaken. Dialogue with Millennium Green Trust is progressing and legal advisors appointed.</p>	22	17

<p>Should these issues prove insurmountable, and the planned infrastructure undeliverable, alternative infrastructure approach would need to be explored, delaying the project and potentially sub-optimising the scheme and reducing the scale of development.</p>	<p>Continued resourcing or control measures and monitoring of progress</p>		
<p><b>Reports To</b></p>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board</p>		
<p><b>Executive Member</b></p>	<p>Cllr David Carr and Cllr Keith Orrell</p>		
<p><b>Responsible Director</b></p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p><b>Dependencies</b></p>	<p>Local Plan Policy, Economic Strategy, City Transport Policy</p>		
<p><b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b></p>	<p>Executive November 2017: Access Options and Project Funding  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4</a></p> <p>Executive July 2017: Project and Partnership Update  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4</a></p> <p>Executive November 2017 Preferred Access Route and Preparation for Planning  <a href="http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf">http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</a></p>		

<b>Project Title</b>	Castle Gateway
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>City of York Council (CYC) is one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the Castle Gateway and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
<b>Current Status</b>	
<p><b>Amber</b></p> <p>Work remains on target and focused on delivering the preferred masterplan for the Castle Gateway to take to the Executive in April. Masterplanners BDP are using the latest My Castle Gateway report which summarised the public consultation on the emerging ideas, alongside commercial viability testing by Deloitte, to refine the preferred masterplan for the Castle Gateway.</p> <p>In addition to the masterplanning detailed analysis is being undertaken to explore the different delivery models for the preferred masterplan to be presented to the Executive for decision.</p> <p>My Castle Gateway continues to engage with the public through events and social media, continuing to capture feedback that will enable well informed decision making on potentially contentious or specific issues.</p> <p>Spark: York are on site with a scheme to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. The expected launch date is May 2019, a delayed opening on the scheme resulting from the raising of additional funding. The tenancy will end in June 2020 to release the site for development.</p> <p>Monthly meetings of the council's working group, chaired by Neil Ferris, are ongoing to drive the project forward. This group can make decisions within the scope of previously agreed Executive approvals, and reports</p>	

in to the Executive. The group includes council's legal, property, finance, and planning representation.

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

### Future Outlook

The main focus is developing, testing and refining the detail of the preferred masterplan. In advance of beginning the reporting process for Executive further iterations of the masterplan will be considered with technical officers and financial advisors to ensure that the proposals are viable.

In March an event will be facilitated by My Castle Gateway and the Canals and River Trust to explore best practice examples from across the UK as to how to maximise the potential of waterside environments.

Further My Castle Gateway events are planned to explore some of the detailed proposals of the masterplan.

### Key Risks

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

<p>This represents a significant risk to both the Castle Gateway project and the council achieving best value.</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>Discussions with other land owners and developers are active and ongoing, and the Executive have asked officers to conduct detailed discussions with Steamrock Capital, the other major landowner in the area, to understand if there is an opportunity and potential to work in partnership. The outcome of this, and alternative delivery models, will be taken back to the Executive later this year.</p> <p>The proposals for a meanwhile</p>	<p>23</p>	<p>19</p>

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

<p>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>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 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</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice has been procured and will be provided by Deloitte. This is crucial to understand the value of the council assets to ascertain the different delivery options and the council's capacity to generate financial returns. This advice is due back by the end of March.</p>	21	20

<p>result in the council losing existing and potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails.</p>			
<p>The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.</p> <p>The project can not be delivered and all investment to date on delivering the project form abortive costs.</p>	<p>The council have commissioned external commercial advice and have 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>23</p>	<p>19</p>

	<p>The preferred delivery model will be worked up in conjunction with that process to ensure it is capable of delivering the masterplan. However, it should be noted that the council's desire to be involved as developer may be key to viable delivery.</p>		
<b>Reports To</b>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board</p>		
<b>Executive Member</b>	<p>Cllr David Carr and Cllr Keith Orrell</p>		
<b>Responsible Director</b>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<b>Dependencies</b>	<p>Local Plan Policy, Economic Strategy, City Transport Policy</p>		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	<p>Executive November 2017: Access Options and Project Funding  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4</a></p> <p>Executive July 2017: Project and Partnership Update  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4</a></p>		

<b>Project Title</b>	Local Plan
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
<b>Current Status</b>	
<p><b>Amber</b></p> <p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to:</p> <ul style="list-style-type: none"> <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> </ul>	

- ask for Members approval of non-housing and employment site specific policies for consultation; and
- request the approval of Members for officers to undertake the necessary work to produce a draft plan based on the recommendations of the Executive for the purposes of consultation along with associated technical papers.

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

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

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

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

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

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

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

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

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

### Future Outlook

Members approved the next steps in the production of the City's Local Plan. Officers will now produce a composite draft Plan and a city-wide proposals map. In addition this document will be accompanied by a range of technical documents which will need to be prepared after the Executive. These will include (but not be limited to):

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

### Key Risks

Risk (brief description/ consequence)	Control/Action	Gross Risk	Net Risk
<p>Unable to steer, promote or restrict development across its administrative area.</p> <p>Development exists with out a framework in place to guide and without consistency.</p>	<p>Work to approve the LDS continuing to develop a strong evidence base.</p> <p>Ongoing work in the LP team.</p>	19	18
<p>The plan isn't adopted in an appropriate timeframe potentially leading to damage to the council's image.</p> <p>The potential damage to the council's image and reputation if a</p>	<p>Work to approve LDS continuing to develop a strong evidence base.</p> <p>Ongoing work of the Local plan team.</p>	19	18

development plan is not adopted in an appropriate timeframe.			
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.  Appropriate technical support in place and working alongside the Local plan team.	19	18
Financial risk associated with the Council's ability to utilise planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.  Work ongoing in the Local plan team.	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.  Ongoing work of the Local plan team.	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  <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  <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  City of York Local Plan – Preferred Sites Consultation  <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  <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  Update on Local plan  <a href="http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%200Update.pdf">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%200Update.pdf</a></p> <p>Executive October 2017  Minerals and Waste Joint Plan - Submission  <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> <p>Executive January 2018  City of York Local Plan  <a href="http://democracy.york.gov.uk/documents/s120">http://democracy.york.gov.uk/documents/s120</a></p>

<b>Project Title</b>	The Guildhall
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
<b>Current Status</b>	
<p><b>Amber</b></p> <p>This progress update covers the period January 2018.</p> <p>Further to the previous highlight report the project has progressed well with approvals in place for delivery:</p>	
<b>Statutory Consents / approvals</b>	
<ul style="list-style-type: none"> <li>• Planning and LBC approvals granted 16 Feb 17</li> <li>• Executive approval for scheme delivery 16 Mar 2017</li> <li>• Full Council approval of budget requirement 30 Mar 2017</li> <li>• Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery.</li> </ul>	
<p>However project progress has slipped further behind programme for the reasons as highlighted:</p>	
<b>Contractor procurement</b>	
<ul style="list-style-type: none"> <li>• ITT documentation (for the stage 1 tender) was issued 25 May 2017 (to 4 contractors)</li> <li>• The ITT stage Bidder Day was held at the Guildhall on 14 June 2017 with individual sessions for each contractor (reduced to 3 where one contractor had withdrawn)</li> <li>• ITT queries were managed via the YorTender portal</li> </ul>	

- **The ITT submission date was extended to 19 July (from 5 July) following a request for more time from bidders**
- Despite this action a further bidder withdrew - citing the project complexity (specifically site access)
- Bidder interviews were held 26 July - with the preferred contractor selection confirmed following by 28 July
- **A further 2 weeks elapsed in clarifying details of the contractor submission before a confirmation letter could be issued - the standstill period effectively taking us to the August Bank Holiday**
- The preferred contractor was Interserve Construction Ltd.

### **Design / project development**

- The Design Team were preparing the final co-ordinated RIBA stage 4 detail design documentation packages for issue to the preferred contractor on 1 Sept 2017 to commence the ECI phase (2nd stage tender)
- **On advice from Turner Townsend - Cost Consultant this was delayed until 2 October - where it was apparent that the design Info would not be fully co-ordinated at that point.**
- The full stage 4 Design Info was issued to ICI on 2 Oct 2017
- ICL began working on the ECI phase - billing
- Initially they were still confident of returning a Target Cost on programme by 18 Dec.
- **However by mid Nov they advised that given the volume of Works Info issued by the Design Team - that they were likely to miss this date.**
- Their revised programme indicates a target submission date of 16 Feb - but the project team is concerned that the submission will be incomplete or further delayed.
- A decision of the Restaurant Lease is pending with Agreement to Lease documentation in preparation
- 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 the draft Management Plan for Common Hall Yard and Civic / Council uses.
- Party Wall Surveyors (Cushman Wakefield) appointed to secure agreements as necessary under the Party Wall Act and to facilitate construction access with neighbours as required - processes to secure permissions on track.

## Future Outlook

It is appropriate therefore to highlight that the programme is at risk. Concerns about the financial status of Interserve and any associate impact on pricing the works is being monitored by the project team - via updated credit checks and market intelligence.

## Key Risks

<b>Risk (brief description / consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Capital costs increase/exceed budget  Costs of scheme exceed current budget estimate as scheme is developed in detail  Project becomes unaffordable	Project team approach - early contractor involvement - value engineering workshops	23	19
Insufficient revenue income to repay borrowing  Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit  Project is unviable or requires additional council revenue to underwrite borrowing costs	Soft market testing  Robust marketing - selection and assessment process  LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC	23	19
Failure to secure pre-let on restaurant unit at appropriate value	Soft market testing  Robust marketing - selection and assessment process, may require	23	18

<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>	re-marketing		
<b>Reports To</b>	Executive, CSMC, Project 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>	Local plan		
<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>Scrutiny – 13 June 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a></p> <p>Exec – 14 July 2016  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Planning application links:</p> <p>16/01971/FULM   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</p>		

	<p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00</a></p> <p>16/01972/LBC   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</p> <p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00</a></p> <p>Executive March 2017 <a href="http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf">http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</a></p>
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<b>Project Title</b>	Community Stadium
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
<b>Current Status</b>	
<b>Green</b>	
<p>In the last six months of the project progress has been made as follows:</p> <p>Start of the pre-construction works as of 2 October 2017 allowing final construction design, site mobilisation and pre-orders for steel and portacabins to go ahead.</p> <ul style="list-style-type: none"> <li>• Completion of the DBOM and all associated contracts on 16 November 2017.</li> <li>• Site mobilisation and ground preparation started December 2017.</li> <li>• Site operational from 8 January 2018 and full construction has begun.</li> <li>• Pile mat complete.</li> <li>• Piling ongoing until end of February 2018.</li> </ul> <p>The timetable included in the report to Executive in October 2017 highlights the facilities will now be complete and open by Summer 2019.</p>	
<b>Future Outlook</b>	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> <li>• Finalisation of the NHS design and service proposal February 2018.</li> <li>• Piling complete 28 February 2018.</li> </ul>	

- Foundations and substructure 1 March 2018 onwards.
- Superstructure Summer 2018 onwards.
- Confirmation of tenants for the commercial and lantern units by December 2018.
- Site completion April 2019.
- Tenant occupation May 2019.
- Site operational June 2019.

### Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<p>Failure to deliver Completion of the DBOM legal contract in the current timescales</p> <p>Delay to the project build and delivery timescales. Increased cost of build, increase in legal and project costs</p>	<p>Legal advice and input from Bond Dickinson as well as legal officers</p> <p>Ongoing work to finalise all contracts within the agreed timeline</p>	19	19
<p>Not realising estimated commercial return on commercial proposals to the full value expected.</p> <p>Not sufficient revenue to finance the build of the leisure building and facilities. Additional capital required by CYC, value engineering required, decrease spec or size of the build.</p>	<p>a. Savills report supports figures as proposed</p> <p>b. Potential to increase the amount of retail in the final scheme</p> <p>c. Reduce the outputs of the project</p> <p>Agreement now in place with sectional completion and first payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.</p>	22	18

<p>Project exceeds existing financial parameters agreed under current March 2016 approvals.</p> <p>Would require additional funding from CYC or a change to the approved proposals required. Or alteration of the scheme.</p>	<p>Additional capital investment from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.</p> <p>Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters. Construction retender complete. Costs are currently within approvals and contract close target is 29 September 2017.</p>	19	19
<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:  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MIId=8836&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MIId=8836&amp;Ver=4</a></p> <p>Executive December 2016  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p>		

	<p>Executive July 2017 Community Stadium &amp; Leisure Facilities Report <a href="http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf">http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</a></p> <p>Executive October 2017 Community Stadium Project Report <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a></p>
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<b>Project Title</b>	Digital Services delivery - first phase
<b>Reporting Period</b>	February 2018
<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>	
<p><b>Red</b></p> <p>Resource recruitment has progressed, with a permanent Business Analyst recruited and starting on 12th February, interviews held for the Communications role and the Developer posts out to advert.</p> <p>A refreshed high level project plan was presented to the Digital Strategy Group, along with a summary view of Lessons Learned from the project so far. The plan shows deliverables by quarter over the next 12 months. The first half of the year will focus on delivering the rebuilt Oracle CRM to replace the current Oracle system, with the second half looking at moving the remaining processes from the Lagan CRM system into the Oracle CRM and preparing for Lagan decommissioning. The plan is dependent on Developer resource being available.</p> <p>Work has continued on shaping the detailed plan for system configuration, and on the review of configuration documentation standards.</p> <p>A workshop was held with Infosys (the consultants who carried out the configuration review), to go through their recommendations in more detail, particularly the use of Oracle OPA e-forms and some of the process build. A new development instance of the test CRM has been created in order to build prototype processes using some of the Infosys and Oracle recommendations.</p> <p>Engagement has started with business areas to re-establish relationships with the project. Configuration staff has spent time shadowing back office teams to understand the context of the processes they are building.</p>	

## Future Outlook

First round of functional testing on the system build so far. This will include initial testing of WebChat and Customer Satisfaction Surveys.

Further shadowing of Back Office and Customer Centre staff by the system configurers.

Begin light touch review and refresh of business requirements for Street Lighting and Street Cleansing processes.

'Re-envisioning' session with key project, ICT and other involved staff. This be delivered by the Oracle Sales team and be similar to the demos that they provide to prospective customers. We think this will be a useful way to remind staff of (or show for the first time), the benefits, value and potential of the Oracle CRM system, and what can be achieved by implementing it.

Final Project Board of the old Digital Services Project structure, as the Project becomes part of the Digital Services Programme. Following this meeting, a new Programme Board will be formed to maintain strategic oversight of the programme, and a revised operational level Project Board will meet regularly to work on the CRM Project.

## Key Risks

<b>Risk</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 terms of fully automated end to end processes within project	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

timescales so the Service is not ready to implement solution.			
Unable to configure system once transferred to the council.	Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up. Ongoing face to face dialogue with services.  CPT to complete knowledge transfer including training material.	17	12
Service not ready to implement solution due to 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
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	Corporate and Scrutiny Management Policy and Scrutiny Committee 9 <sup>th</sup> May 2016 City of York Digital Inclusion

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

review of national best practice and emerging evidence to identify the elements of such approaches that are likely to be of key importance for any operating model that seeks achieve both improved lives and financial sustainability for Adult Social Care.

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

### **Current Status**

**Green**

Activities completed and progressed in the period are:

### **Specify and procure for external support and Engage Phase 2 delivery partner**

A report was completed for Procurement, Finance and Legal colleagues in line with Contract Procedural Rules of the council. This report has outlined options to engage a partner to support the Strengths based

community led social work approach that underpins Future Focus. The report has passed through its required stages, up to the approval of CMT. This continues the delay of formally appointing the partner, but is not envisaged to have an impact on the overall delivery.

### **Identify possible locations for Innovation site**

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

### **Continued Fact finding with other local authorities**

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

### **Future Outlook**

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

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

### **Receive approvals for innovation site**

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

### **Identify Systems requirements and dependencies for Innovation Site**

The next period will see progress on the mobile technology solutions for the innovation site, including connectivity to allow for information sharing and advice and access to case management systems.

Proposals for any changes to the MOSAIC documents to support the new approach will be shared with BI and ICT colleagues for views so mitigate any issues with changes and their impact on data returns.

### **Confirm and engage delivery partner.**

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

### **Key Risks**

<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 prevent full extent of savings to be realised putting ASC	An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.	19	14

financial Savings plan at risk.	Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.		
The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	15	11
<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>	February 2018
<b>Description</b>	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
<b>Current Status</b>	
<p><b>Amber</b></p> <p>Activity in January 2018:</p> <ol style="list-style-type: none"> <li>1. The first phase of the YORR programme (Junction 1 Wetherby Road) has been moving through the WYCA Programme Management Organisation's governance process. The proposals at A1237/Wetherby Road were considered at the WYCA Investment Committee in early January 2018 and accepted to move through to the Combined Authority meeting in February.</li> <li>2. The purchase of land at Low Fields Farm (see risks) has not been closed out. This is a significant risk. Negotiations are continuing and meanwhile a solution to allow construction of the Wetherby Road junction to proceed in accordance with the programme is being developed. Purchase of the remainder of the land at Wetherby Road is at an advanced stage.</li> <li>3. Tenders for external law firms to provide services to draft a Compulsory Purchase Order have been received and are being evaluated.</li> <li>4. A public consultation process inviting comments about the design of Junction 1 Wetherby Road has taken place through January 2018. A series of exhibitions, leaflet drops (1200 properties) and media releases took place. Comments will be addressed, where possible, before the design is put before an Executive Decision Session in March 2018.</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 and the Lead Members Board.</li> </ol>	

## Future Outlook

### Activity Planned for February 2018:

1. Since completing the public consultation process, evaluation of the comments received will take place. The issues raised will be considered and, where possible, will be included in the design.
2. A Decision Session Report for the Executive Member for Transport and Planning will be drafted asking for consent to proceed to the construction phase for the Wetherby Road junction, March meeting.
3. Earswick Parish Council and the local MP have raised a couple of issues about the proposals for the A1237/Strensall Road junction. The project team will plan the approach to dealing with the questions raised about the subway and loss of trees.
4. The project team will plan the process for the early entry to land for removal of hedges ahead of bird nesting season.
5. Arrangements will be made to appoint the private legal firm who will be providing assistance on the CPO drafting.
6. Initial drafting of an ITT for engineering designers for three remaining roundabouts will be started.
7. Initial meetings in order to award Jcn 1 of the YORR to CYC Delivery Team will take place.

### Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<p>Risk of programme delay due to uncertainty of acquiring land in a timely and efficient manner.</p> <p>This could lead to programme delays, which in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road</p>	20	19

	means that this will not be possible to arrange.		
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p> <p>Withdrawal of funding will mean the YORR Improvements will not be completed.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p> <p>Delays getting planning approval will impede the overall programme and places a risk of delivering the upgrades in a timely and efficient manner, possibly resulting in the withdrawal of funding in the most extreme</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The control period 2016-2021 presents sufficient time at this point to achieve this.</p>	14	13

case.			
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required, previously owned and sold by CYC is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC. Currently, the situation is being explored to overcome this hurdle.</p> <p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then changed their requirements. Now they want the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p>	<p>The circumstances of the clawback clause and exactly what the landowner wants are being explored. If the landowners are firm on their requirements, it would be possible for CYC to release the clause. This is likely to be a Director/C.Ex decision.</p> <p>Feb 2018 - Following the change in requirements of the owners, a mitigation plan is being developed to allow commencement of construction in line with the proposed programme. This will be a short term fix as the land will still be needed for the scheme. Preparation of a CPO will give the City Council a significantly high chance of acquiring the land but is not guaranteed as this will need to be signed of by the SoS.</p> <p>The Project team is investigating the precise circumstances of the risk. CYC could release the clawback clause and this would be seen by the landowner as building the relationship. Currently, CYC Legal Services are resistant to releasing the clawback clause.</p> <p>Feb 2018 - Since the landowners have changed their requirements, CYC have written to them stating what legal details will be required if they wish to</p>	21	20

<p>A mitigation plan to allow the construction stage to commence without taking the NW quadrant is currently being developed.</p> <p>If the clawback cannot be released, the landowner is not likely to sell the land by private agreement to CYC. Therefore CYC will need to acquire the land by CPO, estimated time 18-24 months to complete if accepted by the SoS.</p> <p>Therefore this is a programme risk. It will mean disruption to the design and construction programme.</p> <p>Feb 2018 - The consequences are still relevant even though the landowner has now changed their requirements.</p>	<p>pursue it. In parallel, the project team is working with the designer and contractor to develop a plan which will allow the start of construction in line with the proposed programme.</p>		
<p>WYCA recently received the YORR Final Business Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they</p>	<p>The Project Team is pursuing this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>	18	12

<p>changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p> <p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p> <p>It is conceivable that two more Final Business Cases may slow down the</p>			
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progress of the scheme and threatens the release of funds to build all the junction upgrades.			
<b>Reports To</b>	Project reports into the Transport board; Project Board and Lead Member Board		
<b>Executive Member</b>	Cllr Ian Gillies		
<b>Responsible Director</b>	Neil Ferris		
<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 Delivery Programme
<b>Reporting Period</b>	February 2018
<b>Description</b>	
The accelerated delivery of mixed tenure housing across multiple sites in the city	
<b>Current Status</b>	
<p><b>Amber</b></p> <ul style="list-style-type: none"> <li>• Commercial Project Coordinator has joined the team to help deliver the various workstreams required prior to the next Executive decision point.</li> <li>• The tender process to secure finance and tax advice has been completed. PWC have been appointed and will be providing their expertise in guiding of setting up a local authority housing company, helping to guide decisions on the proposed company structure and operation and the creation of a five year business plan.</li> <li>• Initiated detailed risk mapping, programme delivery and stage plan work including key decision points.</li> <li>• A planning application has been submitted for the replacement football pitches at the Ashfield Estate. Replacement pitches are required partly in response to the proposed development of Lowfield for new housing.</li> <li>• Discussions with Homes England has continued over due diligence work on a number of sites in the city which may be offered strategic support as part of their aim of speeding up housing delivery through the Accelerated Construction Programme.</li> </ul>	
<b>Future Outlook</b>	
<ul style="list-style-type: none"> <li>• Additional team support will be provided through a placement as part of the National Management Trainee programme. This role within the team will focus on helping to define social and environmental company objectives within a commercial framework. This is intended to provide standards and consistency across all sites where the company is delivering new housing.</li> <li>• Initial finance and tax advice will be received and considered as part of the proposed company structure. A workshop will be planned bringing together finance, tax and legal advice and experience gained from other Local Authorities in firming up plans for the company structure and operation.</li> </ul>	

- The planning applications at Lowfield and Ashfield Estate will be monitored with additional information provided in support of the applications where required.
- More detailed financial modeling will commence for Lowfield to help inform the detailed business case for the development of this site.
- Work will commence on assessing housing delivery opportunities on sites within the scope of the Housing Delivery Programme. This will include establishing land values, constraints, opportunities and the potential development costs and values.

### Key Risks

Risk (brief description / consequence)	Control/Action	Gross Risk	Net Risk
<p>Housing market fluctuations.</p> <p>A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.</p> <p>Reduced profit delivered to the council and in extreme situation a loss on the housing developments</p>	<p>Robust market testing and analysis. Maintaining control over costs.</p> <p>Close liaison with local estate agents to understand the York market and likely asking prices for houses on proposed developments. Mixed tenure schemes are to be delivered which reduces the pressure on private sale</p> <p>York has a strong housing market</p> <p>Continued monitoring of housing market</p> <p>Options to amend projects to reduce costs and therefore maintain the required financial margin</p> <p>Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties</p>	19	14

Planning permission	Resident and Ward Councilor consultation. Taking advice from internal specialists. Careful consideration of site proposals.	19	18
A housing development company is needed to deliver a houses at scale with both commercial and social ambitions  A major barrier to the council leading on housing delivery	Learning from the experience of other authorities who have created housing companies and obtaining expert legal and financial advice.  The creation of a project delivery team internally with expertise in project management, housing, finance, and law  Creation of a detailed business plan which clearly lists the key actions required, the risks and the potential timelines	19	12
An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects	Utilisation of cost consultants in estimating likely build costs at today's prices and in the future allowing for inflation.  Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs.	20	18
<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		

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

March Executive meeting – approval of project inception

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=9311>

December Executive meeting – Establishing a Delivery Module and the Scope of the Programme

<http://modgov.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf>

December Executive meeting – Delivering the Lowfield Scheme

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

<b>Project Title</b>	Specialist therapeutic short breaks
<b>Reporting Period</b>	February 2018
<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. Expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region.</li> </ol> <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> <li>• Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally</li> <li>• Make York Home for more disabled children and young people by reducing out of Area placements</li> <li>• Develop and invest in service provision in order to generate future savings and income generating potential</li> <li>• Deliver better outcomes for disabled children and young people including those with the most complex needs</li> </ul> <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
<b>Current Status</b>	
<p><b>Green</b></p> <p>A report went to the City of York Council Executive on 25 January and they agreed the investment needed to build a centre of Excellence on</p>	

the site of Windsor House (previously old people's accommodation) with part of the provision to be co located on Hob Moor School playing fields.

Design Architects, QS and Project Manager have been appointed to progress the project to the next stage.

Project will move from feasibility to Outline Business Case and full implementation.

Anticipated completion date has been agreed for January 2020.

### **Future Outlook**

The intention is to continue the co production approach of involving parents / carers, front line staff and partner agencies in all the stages of planning and development.

A communication and engagement plan has been agreed which will involve monthly updates to all stakeholders on progress and ways to feedback views and suggestions.

Architects - Gilling Dod to take the feasibility work and develop a detailed set of plans for the building and outside space in consultation with key partners i.e. front line staff, parents / carers, Hob Moor School, local community.

Submit an application to DfE for permission to use part of the surplus Hob Moor School for the new provision.

Start the process of a planning application.

Start to implement plans to develop staff roles in order to be ready to deliver a new way of working in a new building and provision.

### **Key Risks**

<b>Risk</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Parents with disabled children are unhappy with the feasibility process and or the proposed changes to provision	Parent communication and engagement plan. Co production approach taken by involving parents in each stage of development.	20	19

The feasibility plans and proposals are unable to demonstrate financial viability	Finance lead part of Project Board. Financial modeling for future plans developed from the start and scrutinised by PB.	20	19
Key stakeholders are not adequately engaged with the feasibility work and development plans e.g. Health, Adult services, ER / NY	Key stakeholders part of Project Board. Additional meetings arranged to consult and involve specific stakeholders.	14	13
<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>	Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York <a href="http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20">http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabl ed%</a>		

<b>Project Title</b>	Provision of School Places 2017-2023
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
<b>Current Status</b>	
<p><b>Green</b></p> <p>The project is still focused in a communication and consultation stage. Following consultation on admissions policies and numbers for the 2019/20 school year, the project has on 08 February 2018 confirmed these admissions policies and numbers and commenced communication with education providers, starting with local schools and academies in the city.</p> <p>Officers have recently had the opportunity to present on the issue of future school places and sufficiency to The York Schools and Academies Board (YSAB), a strategic partnership of the local authority, schools and those multi-academy trusts with a presence in York. This briefing focused on the pupil place planning strategy and CYC approach as well as a high-level analysis and discussion of current forecasted need. All schools and academies have also been provided with forecast information in January 2018, and together schools, academies and the Council will jointly start to identify potential solutions. All schools and academies have been offered the opportunity to discuss these trends and findings in other forums such as to groups of schools</p>	

in clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more are planned to take place between now and April 2018.

Conversations also continue with colleagues in the Education and Skills Funding Agency and Department for Education, in many policy areas such as academisation, pupil planning and the free schools teams as to their partnership with CYC in scoping and identifying future solutions to the issue of sufficiency - including liaising with academies around amending their current capacities, funding agreements and to ensure those schools converting to academy status have the correct total site capacities stated in their funding agreements from the point of conversion. Officers continue to work with the Department and local academies to amend any existing funding agreements as required.

Forecast data from the CYC Strategic Intelligence Hub and analysis from officers has been provided to schools for their comment and feedback along with a summary of current work to date and CYCs methodology for ascertaining future need. Schools and academies are being asked to consider and where possible, identify what potential solutions may be available.

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

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

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

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

Outline commitments of Basic Need funding have been made for those high-level priority areas that future spending will need to address, including supporting the growth in the numbers of pupils with additional needs, for example through additional enhanced resource provision for children with special educational needs. It is likely that a very small number of schemes will be required for additional places for the 2018/19 and 2019/20 school years. Once options have been identified for further schemes, these will be submitted onto the Forward Plan and progressed through the Executive Member or Executive processes as necessary.

### **Future Outlook**

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

start to identify potential solutions.

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

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

Where there are places that may be required for the start of the 2018/2019 school year, in planning areas that require additional permanent or bulge (temporary) accommodation, these will be advanced separately to the main body of work for the period up to 2022/23. As 'live' admissions information for 2018/19 will be available from 01 March, and 'live' primary admissions information will be available from 16 April, any additional need for pupil places for September 2018 should be known by early April.

**Key Risks**

<b>Risk (brief description/consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
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 Board, EZ Programme Board		
<b>Executive Member</b>	Cllr David Carr and Cllr Keith Orrell		
<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 November 2017: Access Options and Project Funding  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10193&amp;Ver=4</a></p> <p>Executive July 2017: Project and Partnership Update  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10188&amp;Ver=4</a></p> <p>Executive February 2018  Admission arrangement for the 2019/20 school year  <a href="http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf">http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf</a></p>		

<b>Project Title</b>	Allerton Waste Recovery Park
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York Council.</p>	
<b>Current Status</b>	
<b>Green</b>	
<p>The commissioning phase is nearing completion and the Mechanical Treatment and Energy from Waste facilities have been operating for the required continuous days, with the required volumes of Waste in order to fulfill the requirements for the sign off for each of the components. During commissioning there has been the expected process issues and equipment failure, but these have been managed within the parameters of the project and the contract.</p> <p>The commissioning process for the Anaerobic Digester involves the build up of material in the tank and the addition of micro organisms that break up the material as part of the Anaerobic Digestion process. During commissioning the levels of ammonia in the tank have risen to levels where the micro organisms have not been at optimum health (this has been due to a higher nitrogen to carbon ration in the input material than envisaged). If the micro organisms in the tank are killed the whole process must start again including the emptying and cleaning of the</p>	

tank.

Proactive mitigating measures have been put in place to counteract the balance of input materials and it will take time for the effect to be determined. The consequence is that the take over test (a 28 day process to test that the required volumes of waste can be processed by the AD) has been delayed by around a month. This means that full service commencement will not happen until this is complete, this will still be in the expected February window, providing the Independent Tester is satisfied with the functioning of the facility.

The risk of a delay in full service commencement is with the contractor as the cost per tonne of waste during the commissioning period is lower than the Unitary Charge (the fixed cost to the council over the 25 year period) after full service commencement. It is therefore in the interests of the contractor to resolve any issues as quickly as possible and move into full service commencement.

Further work undertaken on the partnership between NYCC and CYC is moving forward and an update will be presented to Executive on the 26th April (this date has changed so approvals can be aligned with NYCC colleagues).

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

### **Future Outlook**

The take over test for the Anaerobic digester is due to be complete. This may mean a move to full service commencement, but this is subject to all criteria being passed by the independent tester.

### **Key Risks**

<b>Risk</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
Arrangements with NYCC need agreeing	The arrangements are built into the contract however, there are	19	14

with respect to the operation of the facility, waste disposal and financials.	<p>early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>		
Residents don't see the benefits of the Waste strategy.	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14
Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency. Impact on collections and increased costs, reputational issues with collection authorities and residents.	<p>Work with collection authorities to develop a strategy and delivery plan.</p> <p>Implementation now nearly complete.</p>	23	17
<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		

<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	
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<b>Project Title</b>	Library Procurement Project		
<b>Reporting Period</b>	February 2018		
<b>Description</b>			
To re-procure a library operator from April 2019 using an open tender process			
<b>Current Status</b>			
<b>Green</b>			
<p>The project has reached its first key milestone on 14 February 2018 with the closure of the public city-wide consultation on seeking the needs of residents for a future library service.</p> <p>Responses are good with over 1,000 responses to the online survey, 14 stakeholder workshops involving over 100+ people and a non-user survey with 125 responses.</p> <p>The project working group has met this month and agreed that the project is on schedule and identified some early risks. It also approved the terms of reference of the working group moving forward.</p>			
<b>Future Outlook</b>			
<p>The next step is to compile all the findings of the public consultation into a key summary document.</p> <p>This together with further information from Explore York will support the Council in completing a strategic assessment of need.</p> <p>The strategic assessment of need is used to write the service specification. This will also be started in the next month.</p>			
<b>Key Risks</b>			
<b>Risk (brief description / consequence)</b>	<b>Control/Action</b>	<b>Gross Risk</b>	<b>Net Risk</b>
CYC receive no bids from the open procurement approach taken	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator.</p> <p>Soft market testing has been</p>	19	13

	conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3.		
<b>Reports To</b>	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.		
<b>Executive Member</b>			
<b>Responsible Director</b>	Charlie Croft		
<b>Dependencies</b>			
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>			

<b>Project Title</b>	Older Person's Accommodation (ASC)
<b>Reporting Period</b>	February 2018
<b>Description</b>	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> <li>• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;</li> <li>• progress with plans to build a 27 home extension to Glen Lodge;</li> <li>• seek the building of a new Extra Care scheme at Oakhaven in Acomb;</li> <li>• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and</li> <li>• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.</li> </ul> <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
<b>Current Status</b>	
<b>GREEN</b>	
This report now includes the Burnholme Project	
<b>Glen Lodge Extra Care scheme</b>	
<ol style="list-style-type: none"> <li>1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is complete. A lessons learnt exercise will be undertaken to help guide service delivery moving forward.</li> <li>2. To date 16 residents had moved in. Four apartments and one bungalow will be used for Step-down Care over the winter. The remaining four apartments will be let and occupied in the New Year.</li> <li>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.</li> </ol>	

## **Burnholme Health & Wellbeing Campus**

1. Construction of The Centre @ Burnholme [library and community facility] is progressing well. The existing building and new extension is progressing through first fix with external walls up, some windows in and the roof water tight. Internal walls are up and plaster work has begun. The new car park to the east of The Centre is complete. Work is nearly complete on the construction of the access road and this should be completed by the end of February. Work is on target for completion in May 2018.
2. Our partner Ashley House has received planning consent for the Care Home @ Burnholme and plan to begin construction in Q1 2018.
3. Executive have agreed to sell land to Priory Medical Group to accommodate their 4,000 m2 health hub. They propose a building which “sits” well between The Centre and The Sports facilities and which delivers both health facilities and, potentially, some upper floor housing accommodation. They plan a public engagement event in Q1 2018 to seek views and comments. They plan to re-locate GP services from three centers, bringing them together at Burnholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves. A briefing has been held with Ward Councilors and the Health, Housing & Adult Social Care Policy and Scrutiny Committee have also asked to be briefed on the changes to GP provision in this area.
4. We have begun to engage GLL, the Council's leisure operator, in planning the future of the sport facilities at Burnholme.

## **Oakhaven Extra Care Facility**

1. Ashley House has appointed a Housing Association partner to be involved in the management of the Oakhaven Extra Care Scheme.
2. They have sought planning guidance on their proposals and will hold a public engagement event on 1st March 2018, prior to the submission of a planning application.

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

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29

new apartments, four new bungalows, a 172 m2 community facility and enhancements to the services in the wider complex. It will include homes to rent and homes to buy.

2. The planning application for this work has been submitted. These plans were well received during tenant and neighbour engagement in December. Work has begun on tendering for the construction 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 in October 2017 and is expected to be considered by the Planning Committee in the spring of 2018.
2. Executive have agreed that the Council should be the developer of the Housing on this site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
3. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Exclusivity Agreement for sale.
4. Executive have noted the progress being made to deliver new football pitches at the Ashfield estate and agreed that we can engage in a Community Asset Transfer to secure their long term use. The planning application for these works has been submitted and we have met with the Football Federation and Sports England, who support the proposals. This will ensure that replacement provision is available to allow the re-development of sports pitches at Lowfield. A public engagement event was held on 24th January 2018 and the proposals were well received.

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

1. Executive in January 2018 agreed that we should procure a partner to take over the provision of services at Haxby Hall. This procurement work has not commenced.
2. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work was planned to begin in Q1 2018. However, a request for a Judicial Review of the planning decision has been received and following the submission of our initial response we are informed by the High Court that the Review will be allowed. We await notification of the date of the hearing.

3. The proposal to deliver 33 apartments on the Grove House site has been approved by the Area Planning Committee and sale of this site will now proceed.
4. McCarthy & Stone are progressing well with the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.
5. Executive in February have agreed to sell the Willow House Older Persons' Home site on Long Close Lane, Walmgate, for £2,75m to a developer who will use the site for residential dwellings.
6. Woolnough House older persons' home was closed in November 2017, with residents moving safely to new accommodation. We are exploring housing options for the re-use of this site. Meanwhile, we will progress to demolish the building.
7. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation. All residents have moved out and we are in the process of closing down the services on site. Executive also agreed that the site should be used for the Centre for Excellence for Disabled Children and their families. Enabling works necessitate the moving of the boiler that heats Lincoln Court next door and this work will be combined with other improvements to Lincoln Court, subject to Member approval of the investment.

### **New Independent Sector Care Home provision**

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

### **New Independent Sector Extra Care provision**

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph

Rowntree Housing Trust expects the first phase of accommodation to be ready by Q2 2019 and work will continue until late 2020.

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

## **Future Outlook**

- a. Public engagement regarding the proposed new Extra Care scheme at Oakhaven will be held on 1<sup>st</sup> March 2018.
- b. Executive will be asked to agree investment in the Lincoln Court sheltered housing scheme and. Should this investment be agreed, work will progress towards the submission of a planning application.
- c. A meet the buyer event for those interested in constructing the Marjorie Waite Court Extra Care extension will be held and, following this, the public procurement will begin.
- d. We will finalise all legal and other documents relating to the procurement of a partner to take over the ownership and management of Haxby Hall order persons' home, ready for the launch of this procurement at the end of March 2018.
- e. We will begin consultation on the option to close Morrell House older persons' home.
- f. Construction of the Care Home @ Burneholme will begin.
- g. Construction of The Centre @ Burneholme will progress.
- h. Plans for works to the Sports facilities @ Burneholme will be worked on and form the subject of engagements later in the spring, prior to seeking Member consent for investment in either April or May 2018.
- i. At the same time, the management arrangement for the Sports facilities will be finalised.
- j. Proposals for the Health Centre @ Burneholme will progress.
- k. We will prepare for the defense of the planning application for the Fordland Road Care Home.
- l. We will begin to socialise the plan for the next phase of the Older Persons' Accommodation Programme.

## **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 (brief description / consequence)</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.	19	13
Project does not deliver the right number and type of care places	Regular market review. Modeling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6

required by the City. Needs remain unmet.	Good progress has been made in delivering a range of accommodation with care options across the city.		
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	19	14
There is insufficient funding to deliver all of the elements of the project.  The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme.  Alternative sources of funding be identified and secured in order to achieve full project.  A review of the financial model for the programme has shown expected savings to rise to £1.3m from £500k, confirming that there is sufficient resources to deliver the programme.	19	13
<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		
<b>Papers from other public meetings (e.g. executive, council, scrutiny committee)</b>	<p>Executive July 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></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>Executive July 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p>		

Executive November 2016 (Willow house OPH)  
<http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf>

Older Persons' Accommodation Programme Update – December 2016  
<http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf>

Oakhaven Extra Care Facility: the sale of land to facilitate the development – March 2017  
<http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf>

Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site – March 2017  
<http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf>

Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme – February 2017  
<http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf>

Executive August 2017  
Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre  
<http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf>

<http://democracy.york.gov.uk/documents/s116713/Executive%2031st%20August%202017%20Woolnough%20House%20Older%20Persons%20Home.pdf>

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

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

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

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

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

<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf>

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

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

**Executive February 2018**  
**Disposal of Willow House, Walmgate, York**

<http://democracy.york.gov.uk/documents/s121214/Willow%20House%20Executive%20Report%20Feb%202018.pdf>