

Annex B – Update of “Large” Projects

Over the page is a summary of “Large” 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**.
- Projects are in the process of being assessed (using the Project assessment matrix (presented to the A&G committee in May 2016). Any project that achieves a score of 106 or more out of 160 qualifies as a “Large” project and is included in this list as a “Large” project.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- Further information on projects can be provided to the committee on request or the committee can request that a relevant scrutiny committee to do a more detailed review.
- The status (RAG – Red, Amber or Green) is provided to give an overview of any significant risks and provide assurance as to how individual projects are being managed. An explanation as to what the status means is included in the July 2016 Projects update to Audit and Governance.
- 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
Allerton Waste Recovery Park (AWRP)		Green	
Castle Gateway	Amber	Amber	Same
Community Stadium	Amber	Amber	Same
Digital services (CRM)	Amber	Red	Worse
Guildhall	Green	Green	Same
Local Plan	Amber	Amber	Same
Older person's accommodation (ASC)	Green	Green	Same
Outer ring road (A1237)	Red	Amber	Better
York Central	Amber	Amber	Same
Local area teams	Green	Green	Complete

Detailed updates

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	March 2017
Description	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled</p> <p>Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
Current status	
<p>GREEN</p> <p>The project is well into the delivery phase.</p> <p>Construction is on schedule and the facility is on track to be ready for the hot commissioning period starting in early July with the site fully operational by Jan/Feb 2017.</p> <p>CYC are now fully engaged with the Project team, attending the monthly Project meeting.</p>	
Future outlook	
<p>Commissioning to start at the beginning of July Facility operational at the beginning of Feb 2018</p> <p>Work will be undertaken to determine and finalise with North Yorkshire County Council the waste volumes for the commissioning period. Also, there will be discussion around payment mechanisms, and initial thoughts to feed to Amey around the visitor's centre.</p>	

Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials	Monthly project team meetings and monthly meetings with NYCC in order to determine volumes, etc.	19	14
Residents don't see the benefits of the Waste strategy	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.	15	14
Reports to	The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.		
Exec member	Cllr. Andrew Waller		
Director responsible	Neil Ferris – Director of City and Environment Services		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

Project title	Castle Gateway
Reporting period	March 2017
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
<p>AMBER</p> <p>Exchange of contracts is in process to transfer of the freehold of Stonebow House to Oakgate Group to allow the redevelopment of the vacant, run down building. Work is anticipated to start on site in Spring 2017 and complete in Spring 2018.</p> <p>Spark:York have submitted a planning application to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. It is due to go to committee in April and if approved they aim to open in June 2017, operating under a three year tenancy from the council. This would help drive the regeneration of the area whilst a long term decision on the future of the council's land asset in the area is taken.</p> <p>English Heritage have been granted planning permission to construct a new visitor centre as part of wider restoration works to Clifford's Tower to improve visitor numbers and satisfaction. A judicial review of the planning permission will be heard at the High Court in May. Subject to the outcome of this process, the Executive have approved the transfer to English Heritage the small area of council owned land needed for the scheme to progress.</p> <p>A major update report on the Castle Gateway was taken to January's Executive. The report approved the vision for the regeneration of the area and an action plan for delivering that vision. It also set out the Area of Opportunity policy, which enshrines the vision in planning policy, for inclusion in the emerging Local Plan. The aim is to take a masterplan for the public realm,</p>	

infrastructure, and council land assets back to the Executive by the end of 2017.

The council are in discussions with the other major landowner in the Castle Gateway regarding their proposals for the area and potential options to work in partnership. The outcome of these discussions, and alternative delivery models, will be taken to Executive for consideration in December. To guide this process the council have appointed Deloitte to provide commercial and valuation advice.

The inception meeting of the Castle Gateway Advisory Group was held on 14th March. This group of principal custodians and landowners will guide the masterplan process. Draft terms of reference have been circulated and will be agreed before the next meeting.

The project governance structure has been confirmed and will be run through a working group, chaired by Neil Ferris, which will report in to the Executive. The group includes council's legal, property, finance, and planning representation.

Future outlook

Go out to tender to appoint masterplan consultants. This will be procured through the HCA framework. Tender returns will be expected back in May with the aim to appoint and begin work in July.

Agree lease with Spark:York to allow tenancy to start in the spring should planning permission be granted in April.

Agree public engagement process and format throughout the masterplan process.

Development appraisals and land values of the council land assets are expected from Deloitte late March/early April.

Negotiations to extend and regear the head lease on the Coppergate Centre with Steamrock Capital are ongoing.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience in to support the establishment of a	It is likely that the council will need to seek external legal support and advice	21	14

<p>delivery model for the council's assets</p> <p>The council fail to develop the best delivery structure for developing out its land assets, or are unable to secure the most advantageous contractual agreements with identified partners. This represents a significant risk to both the Castle Gateway project and the council achieving best value</p>	<p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p>		
<p>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, and understand the implications of the EU referendum on investor confidence. Establishing a planning framework to ensure coherent and high quality proposals when they do come forward</p> <p>Discussions with other land owners and developers are active and ongoing, and an update on this will be taken to Executive in the new year. A draft area of opportunity policy for the Castle Gateway has been submitted to the Local Plan team for review. The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development</p>	23	19
<p>Failure to provide a realistic</p>	<p>To develop and bring</p>	20	19

<p>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 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>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 will be the Castle Gateway vision report that will be taken to the Executive in early 2017. This will start to establish delivery options and proposed timescales for development.</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</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</p>	21	20

<p>progress without the council's investment. Although there may be possibilities to achieve the regeneration aims of the Castle Gateway without council investment these may result in the council losing existing and potential new revenue streams. Not taking key decisions regarding investment may mean that the project ultimately fails</p>	<p>understand their proposals and desire to work in partnership. External valuation and planning advice will be procured by the end of January to provide detail on the land values of council assets. This is key to assessing the different delivery options and the council's capacity to generate financial returns.</p>		
<p>Reports to</p>	<p>Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.</p>		
<p>Exec member</p>	<p>Cllr David Carr and Cllr Ian Gillies</p>		
<p>Director responsible</p>	<p>Neil Ferris, Director of City and Environmental Services</p>		
<p>Dependencies</p>	<p>Local Plan Policy, City Transport Policy</p>		
<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4 Document http://democracy.york.gov.uk/documents/s100456/Report.pdf</p> <p>Executive November 2016 Land assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p> <p>Executive January 2017 Update http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</p>		

Project title	Community Stadium
Reporting period	March 2017
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
<p>AMBER</p> <p>On 17th March 2016 an update on the progress of the procurement process was presented to Executive. The paper also reflected the commitment for the long – term future of Yearsley Pool.</p> <p>On 24th March 2016 the report was presented to Full Council. The report was approved in full. An update report to exec is being presented on 16th March 2017 detailing the plan for Yearsley pool and also the timetable for the project given the delay from the Judicial review and the subsequent retender for the construction contract. The JR challenge has caused approximately 1 year in delay to the project.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> •Judicial review case was won in the High Court 18 January 2017, Vue cinema challenge was rejected. •Construction retender launched 3 March 2017, 12 week tender for construction partner and final build price. •Exec report on the Yearsley review and future of the Yearsley pool site completed and a recommendation that allows Yearsley to stay open for at least another 5 years. •Extension of the Bootham Crescent licence until end of 2018. •Completion of all York City Knights agreements with new owner allowing 	

the Knights to continue at Bootham Crescent through the 2017 and 2018 seasons until the new stadium is complete.

Finalisation and signing of all DBOM contracts in the project cannot take place until after the construction retender is complete and a final price agreed. A new timetable is included in the report to Executive which highlights the facilities will now be complete towards the end of 2018.

Future outlook

The scheme is predicted to create around 165 FTE jobs including match and event day staff. There will also be additional temporary construction jobs created during the build phase.

During the construction period the development will generate a range of employment opportunities. At the peak of the construction programme, there would be up to 250 people on the site.

The new stadium has the potential to increase supporter demand and attendance numbers. Evidence suggests that the new stadium could generate from 20% - 40% increase in visitor numbers. A 20% increase in visitor numbers to the stadium will equate to 4,200 additional visitors per year from outside the City of York.

Between £129,831 & £259,662 additional expenditure could be generated per annum from the stadium, based on a range of 20% to 40% increase in attendance at matches.

The next steps involve:

- Formal completion of the construction retender June 2017.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, following construction retender. August 2017.
- Finalisation of all community partner agreements. July 2017. • Full construction will begin once the construction contract is finalised and contracts signed. Expected August/ September 2017.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
NHS fail to sign agreement for lease in time for DBOM. GLL will require CYC to	Discussions ongoing at high level between CYC Chief Exec and Chief	19	19

<p>underwrite all costs for the NHS areas which total c£240k at present per year.</p>	<p>Exec of the York NHS Trust. Confirmation of design and delivery and NHS approval of legal agreement.</p>		
<p>Failure to deliver completion of the DBOM legal contract in the current timescales. Delay to the project build and delivery timescales. Increased cost of build, increase in legal and project costs.</p>	<p>Legal advice and input from Bond Dickenson as well as Legal officers. Ongoing work to finalise all contracts within the agreed timeline</p>	19	19
<p>Commercial return on land receipt</p> <p>Not realising estimated commercial return on commercial proposals in the final bid</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>Savilles report supports figures as proposed</p> <p>Potential to increase the amount of retail in the final scheme</p> <p>Reduce the outputs of the project</p> <p>Awaiting outcome of the call in and the judicial review periods before contract can be closed.</p>	19	18
<p><u>ISSUE:</u></p> <p>JR delay has caused the construction company to withdraw causing a retender of the construction package. This with the JR has caused a year delay to the project.</p>	<p>Construction package is being retendered with a completion in June 2017. Contract award expected July 2017 with a start on site for August/ September 2017.</p>		
<p>Reports to</p>	<p>Executive, Economic Development and Transport Scrutiny Committee, Project Board</p>		

Exec member	Cllr. Nigel Ayre
Director responsible	Ian Floyd – Director of Customers and Business Support Services
Dependencies	Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?Cld=331&MId=8836&Ver=4</p> <p>Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</p>

Project title	Digital Services (CRM)		
Reporting period	March 2017		
Description			
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.			
Current status			
RED			
Work progressing well on Revs and Bens with benefits achieved. Business analysis and development work continues on the CRM, however, a contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.			
Future outlook			
Conduct the independent review to evidence the contractual issue, seek resolution and continue with the roll out of the processes into the CRM Live environment.			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Issue Contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.	Appoint independent reviewer and complete review.		
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed	23	23

		by end of Sept		
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed		Controls: 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 Actions CPT to complete knowledge transfer including training material Processes (outside of Release 2) passed to configurers whilst CPT are still on-site Schedule Oracle training course (5 day)	17	12
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live		Controls: Ongoing face to face dialogue with services Actions: 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.		Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed by end of Sept	23	23
Reports to	Digital Services Programme Board; Corporate Scrutiny and Management Board			
Exec member	Cllr. David Carr			
Director responsible	Ian Floyd – Director of Customers and Business Support Services			
Dependencies	CRM Lagan			

	MDM -Clearcore Govtech Rev's and Ben's.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016 City of York Digital Inclusion http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf

Project title	Guildhall
Reporting period	March 2017
Description	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status	
<p>GREEN</p> <p>This progress update covers the period Dec 16 - 1 Mar 2016</p> <p>The project was considered by Executive 14 July 2016 and approval was given for</p> <p>This progress update covers the period Dec 16 - 1 Mar 2016</p> <p>The project was considered by Executive 14 July 2016 and approval was given for progression of key work streams to the next stages - the following actions have been completed :</p> <ul style="list-style-type: none"> •Planning and LBC approval granted 16 Feb 17 •Marketing of Restaurant unit by Cushman Wakefield is now in progress to secure best offers. •Design Team are preparing RIBA stage 4 detail design documentation to meet agreed procurement timetable •A grant offer of £2.347m from LCR LEP for LGF funding was approved by Investment Committee 9 Nov 2016 - the formal contract to be signed following Executive approval •Options for operation / management of the business club / serviced office offer have been considered - it is proposed that CYC operate the facility - Executive are recommended to agree this option •The detailed business case for the scheme has been prepared based on latest construction cost estimates and with grant funding factored for Executive approval. 	

- The formal process for the procurement of a construction contractor for the works using a 2 stage process will commence following Executive approval
- Approval to deliver the project Executive mandate 16 March 2017.

Future outlook

April 2017

LCR LEP grant offer accepted - 17 Mar 2017

Full Council approval of budget and agreed borrowing requirement - 30 Mar 2017

Issue of SQ tender documentation - 7 April 2017

Key risks

From project risk register

Risk (brief description/consequence)	Control/action	Gross	Net
<p>Insufficient funding to deliver the project.</p> <p>Capital costs and/or gap between cost of repaying borrowing and income from lease/rentals exceeds agreed limit.</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs</p>	<p>LGF funding application for 'gap funding' as soft loan to secure delivery of LCR SEP objectives in partnership with CYC</p>	25	20
<p>Capital costs increase/exceed budget</p> <p>Costs of scheme exceed current budget estimate as scheme is developed in detail.</p> <p>Project becomes unaffordable</p>	<p>Project team approach - early contractor involvement - value engineering workshops</p>	23	19
<p>Insufficient revenue income to repay borrowing</p>	<p>Soft market testing</p> <p>Robust marketing -</p>	23	19

<p>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.</p> <p>Project is unviable or requires additional council revenue to underwrite borrowing costs.</p>	<p>selection and assessment process</p> <p>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</p>		
<p>Failure to secure pre-let on restaurant unit at appropriate value</p> <ul style="list-style-type: none"> • No offers at expected value • Failure to agree heads of terms <p>Project is unviable/too risky</p>	<p>Soft market testing</p> <p>Robust marketing - selection and assessment process, may require re-marketing</p>	23	18
Reports to	Executive, CSMC, project board		
Exec member	Portfolio of the Executive Member for Finance and Performance Councillor David Carr		
Director responsible	Ian Floyd Director of Customers and Business Support Services		
Dependencies	Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side</p>		

of complex to form restaurant and office accommodation |
The Guildhall Coney Street York YO1 9QN

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

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

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

Executive March 2017

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

Project title	Local Plan
Reporting period	March 2017
Description	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
Current status	
<p>AMBER</p> <p>The Local Plan was reported to the Local Plan Working Group and Executive in June 2016. The purpose of the reports was to ask Members to approve the publication of a document entitled 'Local Plan – Preferred Sites 2016' for consultation. It draws on the previous stages of consultation and technical work undertaken to support the plan. Its purpose is to allow the public and other interested parties to comment on additional work relating to housing and employment land need and supply.</p> <p>In addition to the 'Local Plan – Preferred Sites 2016' several technical</p>	

documents were also made available during the consultation which comprised:

- Strategic Housing Market Assessment (2016)
- Employment Land Review (2016)
- Windfall Analysis Technical Paper (2016)
- Sustainability Appraisal

Following approval of Executive, consultation took place starting in July through to 12th September. This has included exhibitions, drop in sessions, attendance and dialogue with stakeholders.

Following the consultation the Ministry of Defence (MOD) announced on the 7th November that they would be disposing of a number of military sites across the country as part of their Strategy – A better Defence Estate (MOD, 7th November 2016).

Reports have been considered by both the Local Plan Working Group and Executive in December and January to provide an update on the Local Plan.

Reports are being prepared for both the Local Plan Working Group and Executive in early December to provide an update on the Local Plan following the Preferred Sites consultation and to highlight implications of the factors identified.

Future outlook

As highlighted in the reports to LPWG and Executive to incorporate the MOD sites into the plan will require further public consultation. This will allow the opportunity for consultation with the appropriate groups including the Parish Councils, statutory consultees and members of the public and will be carried out in conformity with the Council's Statement of Community Involvement (SCI).

In addition officers will need to undertake further work relating to the MOD sites. This work will be considered in conjunction with the analysis of all consultation responses and the update to the SHMA. Ultimately this will lead to the development of a draft portfolio of sites. As part of this work it is important that all sites have been subject to appropriate consultation i.e. for new sites that haven't been previously publicised for comments an additional sites consultation will be required before progressing to the

Publication Stage. The form of any consultation will need to be the subject of future legal advice.

It is anticipated that the work outlined to evaluate new sites and to undertake an additional sites consultation prior to reaching publication stage will add around 6 months to the Local Plan timetable and require an adjustment of its key milestones. A further report will be brought back to members highlighting the implications to the Local Development Scheme (LDS), including any budget implications.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has	Work to approve LDS continuing to develop a strong evidence base.	19	18

not submitted its Local Plan by early 2017.			
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies is Executive Member Cllr. David Carr and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG		
Director responsible	Neil Ferris – Director of City and Environment Services		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p data-bbox="507 696 847 734">Executive July 2015</p> <p data-bbox="507 775 1473 860">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p data-bbox="507 898 687 936">Document</p> <p data-bbox="507 976 1453 1061">http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p data-bbox="507 1099 847 1137">Executive May 2016</p> <p data-bbox="507 1149 1401 1187">City of York Local Plan – Preferred Sites Consultation</p> <p data-bbox="507 1245 1473 1330">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p data-bbox="507 1391 687 1429">Document</p> <p data-bbox="507 1487 1469 1572">http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p data-bbox="507 1632 911 1671">Executive January 2017</p> <p data-bbox="507 1682 863 1720">Update on Local plan</p> <p data-bbox="507 1731 1473 1816">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p>		

Project title	Older Persons' Accommodation Programme
Reporting period	March 2017
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> • fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes; • progress with plans to build a 27 home extension to Glen Lodge; • seek the building of a new Extra Care scheme at Oakhaven in Acomb; • see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and • encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
<p>This report now includes the Burnholme Project</p> <p>Glen Lodge Extra Care scheme</p> <p>1. Construction of the extension to Glen Lodge Extra Care facility in Heworth and is progressing well. Poor weather over winter has delayed works by approximately two weeks. The two bungalows are now complete and await internal fit-out. The 25 apartment block is nearly at second floor level. Planning consent has been granted for the changes to the existing building entrance and these are currently being programmed into the work schedule. Good resident and neighbour relations are being maintained. The cost estimates are within budget.</p> <p>Burnholme Health & Wellbeing Campus</p>	

1. Work at Burnholme progresses well:

a. Ashley House plc working with HC-One care group have been appointed as preferred bidder to provide a 70 bed care home. The Council will “buy” up to 25 beds from the provider, at our agreed Actual Price for Care rate. Executive, when they meet on 16th March 2017, will be asked to agree to sell a leasehold of the land to Ashley House in order to allow the development to go ahead.

b. Demolition of the redundant school buildings is almost complete, clearing the way for construction of the new Library and Community Centre, access road and care home.

c. Tenders for the construction of the Library, Community Centre and access road are currently being priced by bidders and will be submitted at the end of March.

d. The planning application for the new Library and community facilities at Burnholme was submitted at the end of August. Following extensive pre-planning engagement with neighbours and stakeholders which demonstrated continuing support for the proposals no objections to the formal planning application have been received. We anticipate determination of this application in December 2016.

2. Department for Education (DfE) Academies Act consent has been granted for the disposal of the school buildings on this site. This frees the land for the care home, the library and community facilities and the health centre. The DfE also confirm that our application under Section 77 of the School Standards and Framework Act 1998 has been approved by the Minister of State. This removes a major risk to the delivery of the project.

3. Agreement has been reached with St Aelred's school to provide £180,000 of grant funding to support the provision of a multi use games area on their site so that their external curriculum space shortfall is addressed.

4. Cabinet Office have confirmed that One Public Estate funding has been secured to help develop the partnership with the health centre provider on the site. Priory Medical Group have now begun to draw up designs for the centre.

Oakhaven Extra Care Facility

1. Ashley House plc have been appointed as preferred partner to develop a

56 apartment Extra Care scheme on the Oakhave site on Acomb Road. Subject to Member approval to sell them the site, Ashley House will move to submit a planning application in the spring.

Marjorie Waite Court Extra Care scheme

1. Following tenant engagement in March, support has been secured for the move to 24/7 care at Marjorie Waite Court in Clifton and this will now be implemented in April 2017.

2. Public engagement regarding the closure of Burton Stone Lane Community Centre and the extension of Marjorie Waite Court has found support for the proposal, including the provision of a scaled-down community facility in the new building.

3. Designers have been engaged to draw up the detailed plans for the Marjorie Waite Court extension.

Lowfield re-development

1. BDP designers have been appointed to prepare and submit a hybrid planning application for the site including a detailed application relating to the housing, roads and public open space on the site plus an outline application relating to the care home, health centre and community self-build.

2. Discussions with potential house builders have begun.

3. Yospace, the community self-build partner, have confirmed their formal incorporation and secured grant funding to prepare the business case in support of their investment at Lowfield. They will hold two public engagement events in March to promote their approach and identify local people who may wish to join in.

4. Cabinet Office have confirmed that One Public Estate funding has been secured to help develop the partnership with the health centre provider on the site.

Existing Older Persons' Homes

1. Fordlands Road, the Older Persons' Home which closed in 2012, has been sold to Octopus Healthcare for £1.7m. They plan to build a 62 bed care home on the site.

2. We have accepted an offer for £1.6m for use of the Grove House site and the purchaser seeks to redevelop it for housing, subject to planning consent.

3. McCarthy & Stone are progressing the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments.

4. Willow House Older Persons' Home on Long Close Lane, Walmgate, has now closed with residents safely moving. The site will shortly be advertised for sale.

5. Change and rest facilities currently provided at Willow House for people with a learning disability are likely to be re-provided at Crumbs Café on Tanner Row.

New Independent Sector Care Home provision

1. Frontera Estates are exploring the opportunity of building a care home on the site of Beverly House, a building on Shipton Road which is being sold by JRHT.

2. Plans have been announced to build a 79 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.

3. The Chocolate Works care home will open this spring providing 90 care beds.

New Independent Sector Extra Care provision

1. The Council have completed the negotiation of nomination rights to the rented apartments in the development as well as control over access to the low-cost home ownership homes at the Joseph Rowntree Housing Trust's new Extra Care scheme in New Earswick. Construction work will begin shortly with the first extra care apartments ready by Q2 2018.

2. The Abbeyfield Society confirm that they have been awarded Homes & Communities Agency grant to support the provision of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. They are preparing plans for submission to planning and we will jointly host a public engagement event in April.

Resources

1. The Programme has received good support from Eleanor Lomas, a winter

intern from the University of York. Ellie has led on several public engagement events, including those at Marjorie Waite Court, and has launched our Extra Care Information events for social care colleagues.

2. The Programme has also recruited a one-day-per-week Programme Facilitator to support the Programme working on elements of the Lowfield, Haxby Hall and other part of the programme.

Future outlook

1. The Programme Board will be asked to agree the next older persons' home which will be the subject of consultation on the option to close and, following that sanction, consultation will begin after Easter 2017.
2. Proposals for the shape and future of existing sheltered housing schemes in York will be brought to the Programme Board and to the Health, Housing & Adult Social Care DMT in the spring.
3. The impact of the new entrance works upon the Glen Lodge build programme will be assessed and agreed. At present we expect completion in July 2017 but this may move to August 2017.
4. We will develop the lettings plan for the new homes in the Glen Lodge extension, ensuring that those with care and housing need are given priority access and working on a staggered letting period of between two and three months.
5. Work will begin on the construction of the new Library and Community Centre at Burnholme.
6. We will finalise the sports pitches and sports centre designs for Burnholme.
7. We will review the pros and cons of the early opening of the pedestrian and cycle link from Burnholme to Derwenthorpe.
8. We will progress the planning application for Lowfield Green including holding public engagement events in May 2017.
9. We will engage Sports England to discuss the relocation of football pitches from Lowfield to land at Ashfield Estate. The design and property issues relating to the Ashfield Estate land will be progressed.
10. We will seek to confirm the commercial arrangements for sale of land at Lowfield to Yospace and support them to secure funding and submit a detailed planning application for their site.
11. The engagement of house builders will continue on how best and how economically homes can be built at Lowfields, Burnholme and Askham Bar.
12. Soft market testing of the proposals for Haxby Hall will be undertaken and, following that, formal consultation with residents, relatives and staff.
13. The Programme Board, Capital & Asset Board and Executive will be asked to agree the closure of Burton Stone Lane Community Centre

and investment in the extension of Marjorie Waite Court Extra Care scheme.

14. We will support public engagement regarding:
 - a. an extension to the Regency Mews Extra Care scheme
 - b. the building of a new care home on land at Fordlands Road
 - c. the health centre at Burnholme.
15. The Programme budget will be reviewed and additional resources sought to support the development of Lowfield Green.

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.

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,	19	13
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	support and development.		
Project does not deliver the right number and type of care places required by the City. Needs remain unmet.	Regular market review Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type	19	6
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	19	14
There is insufficient funding to deliver all of the elements of the project. The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme. Alternative sources of funding be identified and secured in order to achieve full project	19	13
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Director of Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <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</p> <p>Older Persons' Accommodation Programme Update – December 2016 http://democracy.york.gov.uk/documents/s111003/Older</p>		

[%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>

Project title	Outer Ring Road (A1237)		
Reporting period	March 2017		
Description			
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>			
Current status			
AMBER			
<p>Change due to the granting of approval to join West Yorkshire Plus Transport Fund by Council in December 2016.</p> <ul style="list-style-type: none"> • Major Transport Project Manager appointed (Gary Frost) – Started 13 March • Land Surveyor Procurement – Tenders Returned 10 March – Commission planned to commence by end of March. • Appraisal Specification Report issued to WYCA (10 March) – Key technical document setting out the appraisal approach for the scheme. 			
Future outlook			
<ul style="list-style-type: none"> • Appoint Land Surveyor • Procure Legal advisor for land acquisitions • Develop delivery programme • Review Planning and Environmental Survey requirements • Gain approval for Appraisal Summary Report from WYCA 			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Planning consent not granted/ The most complex roundabouts can not progress	Designer /planning advisor appointed	23	18
Land not available/ project can not be progressed without the necessary land outside of the public highway	Ensure the necessary land acquisition and CPO processes are progressed	19	13

boundary.			
Statutory Undertaker equipment/ cost and delay due to diversions	Ensure early engagement with Statutory Undertakers.	19	13
Reports to	Transport board		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris		
Dependencies	LTP3, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf		

Project title	York Central
Reporting period	March 2017
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and the National Railway Museum. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes.</p>	
Current status	
<p>AMBER</p> <p>There has been significant progress on Masterplanning which will continue over the spring period. Partnership arrangements between the land owners and infrastructure funding are progressing to ensure a credible delivery route for York Central. It is anticipated that member decisions will be sort in June 2017 for CYCs involvement in both masterplan consultation and formal partnership arrangements.</p> <p>Land acquisition is nearing completion.</p> <p>Legal agreements with WYCA expected to be signed before the end of April this will allow WYCA funds to be drawn down and the infrastructure in the masterplan can be delivered. This will feature in the June Executive paper.</p> <p>Anticipated that in the first quarter of 2017/2018 meeting of the LEP Enterprise Zone (EZ) board will have taken place. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is to support the successful delivery of the commercial element of York Central.</p> <p>The recent decision by Executive to enter into an MoU with HCA for a strategic partnership for accelerated housing delivery is expected to be concluded in 1st quarter 2017 this will compliment YC's Housing Zone status.</p>	
Future outlook	
<p>Legal agreements with WYCA to be signed</p>	

LEP EZ board to take place MoU with HCA for accelerated Housing delivery.			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Partnership with NR 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	Early market testing, as well as market viability work, to confirm level of interest.	23	19
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	19
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr David Carr and Cllr Keith Aspden		
Director responsible	Neil Ferris – Director of City and Environment Services		
Dependencies	Local Plan Policy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</p> <p>Member update – May 2016</p> <p>Executive July 2016</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p>		

Document

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

Executive November 2016

Consultation on access options

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

Third party acquisitions

<http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf>

Project title	Local Area Teams
Reporting period	March 2017
Description	
<p>Reshape early intervention services for 0-19yrs to make best use of our collective skills and resources and look at creating a multi-agency approach to improving the experience of families from a range of services. To make efficiencies within our systems and meet council budget reductions for all areas of service affected.</p> <p>Provide place based and intelligence led prevention services which increase the resilience of families within their communities, build community capacity and reduce the need for high cost specialist service support.</p> <p>Reshape prevention and early intervention services for 0-19 yrs (inc up to 25 yrs LDD). Establish 3 Local Area Teams to deliver place based services for families. Review use of Children's Centre Services and city centre youth offer.</p>	
Current status	
<p>GREEN</p> <p>Project is now complete and work has transitioned to business as usual.</p>	
Future outlook	
<p>Post project review being undertaken (Closure)</p>	
Reports to	Children's Services, Education and Skills Directorate Management Team
Exec member	Cllr. Stuart Rawlings
Director responsible	Jon Stonehouse
Dependencies	Facilities Management, Business Support, Strategic Intelligence Unit, Corporate asset review is a significant part of understanding value for money in the co-location of multi-agency services, reviewed use and condition of CSES assets and ability to change use and review community need.
Link to paper if	Executive March 2016 Prevention and Early Intervention Services - a proposal

<p>it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>for a new way of working</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8847&Ver=4</p> <p>Executive July 2016</p> <p>Review of Children's Centre services and city centre youth offer</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303</p>
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