

Annex A – 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 is still in development 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.

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Local Plan	Amber	Amber	Same
Community Stadium	Amber	Amber	Same
York Central	Amber	Amber	
Southern Gateway	Amber	Amber	Same
The Guildhall	Amber	Green	Better
Burnholme and wellbeing campus	Green	Green	Same
ASC - Older person's accommodation	Green	Green	Same
Local area teams	Green	Green	Same
Digital services (CRM)	Amber	Amber	Same

Detailed updates

Project title	Local plan
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 July. 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 documents will also be made available during the proposed consultation.</p>	

These were attached as annexes to the reports and comprise:

- 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 and is now complete. This has included exhibitions, drop in sessions, attendance and dialogue with stakeholders.

Those representations made will be taken into consideration in drafting the next stage of the plan, the publication draft. This will be reported to Members November / December 2016.

Future outlook

Following the report detailed above it is anticipated that significant progress will be made toward the submission of the Local Plan to the Secretary of State as per the timescales set out in the Local Development Scheme.

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	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18

Council's preferred development options			
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
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>Executive July 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p>		
Project title	Community Stadium project		

Description

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.

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.

This project represents an opportunity to create one of the country's most far reaching community stadium complexes.

Current status

AMBER

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.

On 24th March 2016 the report was presented to Full Council. The report was approved in full.

In the last six months of the project progress has been made as follows:

- Planning amendment approved at the June planning committee.
- Secretary of State confirmed No call in on 21st June 2016.
- The Council confirmed its commitment to Yearsley Pool and redefined the full Project Programme Plan associated with the project.
- In March 2016 completion of the extension to the Monks Cross Park and Ride and demolition of the existing leisure facilities.

A Judicial Review application has been submitted by VUE cinemas on the S73 amendment approved in June. At present we are awaiting notification from the Courts on whether this challenge is to be accepted, and if so a date for hearing.

Finalisation and signing of all contracts in the project cannot take place until after any Judicial Review claim has been formally completed.

This will inevitably impact on the timescales for the project, however at present, this impact is manageable and opening of the stadium is still planned for the start of the 18/19 football season.

If the Judicial Review is successful this will impact upon delivery dates for the facilities beyond the start of that season.

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 Judicial review process. TBD.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, following Judicial review period. TBD.
- Finalisation of all community partner agreements.
- Full construction will begin once the JR challenge has been completed and contracts signed. Expected Jan/ Feb 2017.

Key risks

- Consortium withdraws from the project as scheme and delivery becomes unaffordable and unachievable.
- Delay to the completion date due to change of scope for the project.
- Project exceeds existing financial parameters agreed under current proposals.
- Planning consent is subject to successful Judicial review challenge.
- Community partner agreements are not finalized in the given timescales.

Risk (brief description/consequence)	Control/action	Gross	Net
Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable resulting in the failure of the project	Limited mitigation, completion of all legal agreements in the timescales given. Financial markets will affect the willingness to	22	22

	invest.		
Project exceeds existing financial parameters agreed under March 2016 approvals, further funds required or reduction in scope.	Ongoing work to challenge all costs, agreements finalised within agreed timescales.	19	18
Judicial Review challenge is successful and project is delayed by more than 6 months. Miss the season start 18/19 increased costs, possible compensation claims.	Limited mitigation until formal notification of the outcome from the Planning Authority.	19	19
Community partner agreements are not finalized in the given timescales, this increases the risk profile to the Council and impacts revenue assumptions.	Move to complete all agreements with partners in readiness for end of August DBOM close. Agree fall back position for the legal agreements with the Consortium.	20	19
Reports to	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
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)	Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4		

Project title	York Central
<p>Description</p> <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>	
<p>Current status</p> <p>AMBER – The project has gained significant momentum, however, there are still risks to delivery.</p> <ul style="list-style-type: none"> - Progress continuing across a variety of workstreams - KPMG and Savills have undertaken workshops with all Partners to inform Partnership arrangements - Bids received following the procurement of Design and Technical advisers and undergoing evaluation - Ecological surveys have been undertaken and are continuing - Procurement of technical advisers via WYCA for feasibility study in relation to District Heat Network continues – bids being assessed - Completion of acquisition of third party land in Leeman Yard area of the site - Representations from the Partnership have been made as part of the local plan process - Negotiation of Unipart acquisition continues - Informal consultation with local resident groups undertaken - Access selection study being carried out to inform access options and strategy for consultation 	
<p>Future outlook</p> <ul style="list-style-type: none"> - KPMG to advise on Governance arrangements due in October and financial modelling will then commence to inform how the Partnership could operate - Appointment of Design and Technical advisers at the end of September – further masterplanning and technical investigations to commence on appointment to inform future planning documents, strategy and access selection - Executive in November 2016 to seek approval for recommendations on future consultation for access selection and Unipart acquisition <p>District Heat Network capacity study to commence</p>	

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	23
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	23
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Lead Member Board: Cllr. M. Cannon, Cllr. F. Derbyshire, Cllr. L. Kramm, Cllr. K. Myers, Cllr. A. Reid, Cllr. J. Hayes, Cllr. D. Levene		
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>

Project title	Southern Gateway
<p>Description</p> <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 “Southern 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>	
<p>Current status</p> <p>AMBER</p> <p>Area of Opportunity policy has been written for the Southern Gateway to be included in the Local Plan for consultation in the autumn.</p> <p>Demolition works to 17-21 Piccadilly completed in September 2016 and ongoing work to secure meanwhile uses to give the site a temporary purpose in advance of any future development.</p> <p>A report will be taken to the Executive in October 2016 outlining options to dispose of the freehold of Stonebow House to allow its redevelopment to proceed.</p> <p>A report will be taken to Executive in November 2016 to dispose of a small area of land to English Heritage to allow the construction of a new visitors centre at Clifford Tower.</p> <p>Discussions are ongoing with adjoining property owners and developers to bring forward development of vacant sites.</p> <p>Delivery models are being explored to bring forward development proposals for the council's assets in the area.</p>	
<p>Future outlook</p> <p>Establish route to market for securing a JV partner for 17-21 Piccadilly and commence procurement.</p>	

Follow up Area of Opportunity with a SPD to set a planning brief for the area.

Take an overarching vision and timescale to the Executive in the autumn/winter.

Procure technical and design support for the project.

Explore options for a multi-storey car park on the site of Castle Mills and take decision regarding the demolition of existing poor quality buildings.

Agree a delivery model to develop the council's assets in the area.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets	Probable requirement to seek ongoing external advice and support	23	19
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	Ongoing discussions with landowners and developer 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	23	19
Failure to provide a realistic timeframe fro potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational	Vision and timeframe for Southern Gateway to be established by the end of 2016	23	19
Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or	Preparing business cases identifying the opportunities and returns available	19	19

reduce the quality of the wider project			
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, project board		
Exec member	Cllr Chris Steward and Cllr Ian Gillies		
Director responsible	Neil Ferris, Director of City and Environmental 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)	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		

Project title	Guildhall
<p>Description</p> <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>	
<p>Current status</p> <p>GREEN</p> <ul style="list-style-type: none"> - Following Exec approval to proceed to detail design and planning / LBC apps on 14 July project has remained on track - Planning and LBC apps now live (due to be considered at Nov Planning Committee) - Design team workshops on procurement / early contractor involvement completed to date (Sept 2016) a further risk management / Value engineering workshop diaried for 28 Sept. - Marketing of Restaurant unit commissioned - Further market engagement with potential office operators underway - Early consideration of contractor procurement and contract form underway - Further engagement with neighbours undertaken and procurement of party wall agent to secure neighbour licences / agreements underway 	
<p>Future outlook</p> <ul style="list-style-type: none"> - Design Team primed for Oct appointment to deliver stage 4 Design by Christmas 	

• Planning and Listed Building Consent applications	Aug 2016
• RIBA design stage 4 inception workshops	Sept 2016
• Marketing of Restaurant unit	Aug – Oct 2016
• Planning and Listed Building Consent approvals	Nov 2016
• Agreement to lease restaurant	Dec 2016
• RIBA stage 4 designers reports and cost plan	Jan 2017
• Executive report	Feb 2017
• Full Council budget report	Feb 2017
• Construction contract procurement PQQ 2017	Oct 16-Jan
• Construction contract procurement ITT 2017	Feb – Apr
• Possible enabling works 2017	Mar – Apr
• Potential start of construction works	July - 2017
• Construction period 15 months to	Oct 2018

Key risks			
From project risk register			
Risk (brief description/consequence)	Control/action	Gross	Net
Project costs Capital cost – the current cost estimate is in excess of the original project budget this will be kept under constant review by the project	Project team are aware of this issue and the detail design stage will have rigorous cost control and value engineering processes built in.		
Lease income – the project financing requires income to fund the repayment of borrowing costs to net against the project costs – and to underwrite council borrowing	The marketing of the restaurant unit and the procurement of an operating partner for the service office will mitigate this risk	24	20
Failure to secure planning / LBC statutory consents	Pre-application engagement has been ongoing with planning / conservation / Historic England to develop the scheme	18	6
Further deterioration of complex	Mitigation possible for security / some remedial measures – but underlying structural	22	17

	defects remain		
Reports to	Executive, CSMC, project board		
Exec member	<p align="center">Portfolio of the Executive Member for Finance and Performance</p> <p>Chris Steward</p>		
Director responsible	Ian Floyd Director of Customers and Business Support Services		
Dependencies			
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 Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4 Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN</p> <p>https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN</p> <p>https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p>		
Project title	Burnholme Health & Wellbeing Campus		

Description

Executive agreed in July 2014 that the Burnholme School site in Heworth ward should be developed as a Health & Wellbeing Campus which will achieve:

- continued community and sports use on the site including a library;
- a residential care home for older people;
- health services delivered in a community setting; and
- housing provision.

Current status

GREEN

Work at Burnholme progresses well:

- a. The procurement of a care home on the site of the Burnholme School was launched on 18th August 2016. The Council seeks a partner to fund, build and operate the home and will “buy” 30 beds from the provider. Strong interest from potential providers has been shown in the opportunity. Eleven bidders attended the bidder information event held on 6th September. The outcome of the procurement will be known by Christmas 2016.
- b. Enabling works to allow the Care Home and other facilities to be built at Burnholme have begun. New electricity and gas services are being installed, followed by a new boiler for the sports area. Once these enabling works are complete, in November 2016, demolition of redundant school buildings can begin and should be complete by Easter 2017. At the same time a new access road will be built, ready to service the care home, health centre and housing on the site.
- c. The planning application for the new Library and community facilities at Burnholme was submitted at the end of August. Pre-planning engagement with neighbours and stakeholders has demonstrated continuing support for the proposals. We anticipate determination of this application by Christmas 2016.

Department for Education 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. This removes a major risk to the delivery of the project.

Future outlook

We will continue with the procurement of a care home at Burnholme. Initial stage bids will be evaluated at the end of September and short-listed partners will be asked at the beginning of October to submit formal tender proposals by the beginning of November 2016.

We expect the NHS to shortly announce awards for the Estate & Technology Transformation Fund for primary care facilities. Partners have bid for funds to develop the health centre at Burnholme, supported by the Vale of York Clinical Commissioning Group. Once a funding announcement is made we will progress the formalisation of our partnership to deliver these facilities.

We continue to press for confirmation of the School Standards & Framework Act consent to dispose of an area of redundant playing field at Burnholme. We have engaged the One Public Estate team in the Cabinet Office to help move this forward.

Key risks

Risk	Control/action	Gross	Net
Burnholme - Commercial Delivery Model - Negative affect on the coherence of the whole site vision	Consideration of initial master planning exercise prior to tendering elementary opportunity.	20	19
Burnholme - Disposal of redundant playing field not approved by Secretary of State	Partnership working with local schools to ensure that requirements for playing fields are addressed via access to existing facilities, and ideally, without recourse to transfer of additional property.	19	18
No long term commitment from NHS Provider Organisations	Early engagement with CCG as commissioning body. Bidding to PCIF for development resources.	19	18
Burnholme - Private Sector unattracted to financial viability	Soft market testing / 'socialising' the scheme with potential bidders.	19	18
Burnholme - Planning Permission not granted /	Early site master planning and pre-submission	19	18

onerous	engagement.		
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Director of Adult Social Care		
Dependencies	Older persons accommodation project		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive May 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8884&Ver=4</p> <p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p>		

Project title	Older Persons' Accommodation Programme
<p>Description</p> <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>	
<p>Current status</p> <p>GREEN</p> <p>Glen Lodge Extra Care scheme</p> <p>1. Construction has begun of the extension to Glen Lodge Extra Care facility in Heworth and is progressing well. 25 apartments and two bungalows will be built, each designed to be "dementia ready". The first phase of the works is the construction of a new access road to serve the existing bungalows on the site. All work is expected to be complete by Q3 2017.</p> <p>2. This work has been partly funded by a £850,500 grant from the Homes & Communities Agency alongside funds and loans from the Council. We have been able to structure the funding for the scheme in such a way as to ensure that the rent which will be charged will be "formula rents" similar to those charged for current Glen Lodge flats and, therefore, these rents fall below the Local Housing Allowance rate. This removed a significant financial and operational risk to the project.</p> <p>Burnholme Health & Wellbeing Campus</p> <p>1. Work at Burnholme progresses well: a. The procurement of an 80 bed care home on the site of the Burnholme School was launched on 18th August</p>	

2016. The Council seeks a partner to fund, build and operate the home and will “buy” up to 30 beds from the provider, at a discount. Strong interest from potential providers has been shown in the opportunity. Eleven bidders attended the bidder information event held on 6th September. The outcome of the procurement will be known by Christmas 2016.

b. Enabling works to allow the Care Home and other facilities to be built at Burnholme have begun. New electricity and gas services are being installed, followed by a new boiler for the sports area. Once these enabling works are complete, in November 2016, demolition of redundant school buildings can begin and should be complete by Easter 2017. At the same time a new access road will be built, ready to service the care home, health centre and housing on the site.

c. The planning application for the new Library and community facilities at Burnholme was submitted at the end of August. Pre-planning engagement with neighbours and stakeholders has demonstrated continuing support for the proposals. We anticipate determination of this application by Christmas 2016.

2. Department for Education 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. This removes a major risk to the delivery of the project.

Oakhaven Extra Care Facility

1. Planning consent has been awarded for the use of Oakhaven as temporary accommodation. This new use will begin soon, and for one year. It is agreed that, should the delivery of the new Ordnance Lane accommodation be delayed then alternative temporary accommodation will be found, freeing up Oakhaven for re-development. Meanwhile, we will shortly begin procurement for a partner to develop the new Extra Care facility on this Oakhaven site.

2. North Yorkshire Police have confirmed their continued interest in moving off of their Acomb Road site and re-locating to join other services at Lowfield. They meet formally in September to agree proposed terms. We will evaluate this and decide if it is worthwhile in the context of the Extra Care facility.

Lowfield re-development

1. The spatial plan designers have begun work on proposals for the re-development of the Lowfield school site in Acomb. We seek to develop this site to accommodate:

a. A care home;

b. Housing including bungalows and flats for older people, starter and family homes and land for self-build.

c. Health facilities and accommodation for the police service.

2. Once they have drawn up plans we will hold public engagement events in the autumn.

Existing Older Persons' Homes

1. Grove House, the Older Persons' Home which closed in February of this year, has been marketed for sale. We have received nine good bids and Members will be asked to accept the best (at c£1.6m) when they meet in September 2016.

2. We are progressing a review of options for Haxby Hall including seeking a partner to take on the home as a "going concern" with an obligation to re-develop and build a new 60 bed care home on the site. To this end:

a. We have received design ideas for the re-development of Haxby Hall.

b. We have opened negotiations to purchase land next to Haxby Hall.

New Extra Care provision

1. The Joseph Rowntree Housing Trust have been granted planning permission for the construction of a 60 bed nursing and residential care home and 105 Extra Care apartments on the site of Red Lodge and the Folk Hall at New Earswick. The Council have negotiated nomination rights to the rented apartments in the development as well as control over access to the low-cost home ownership homes and a block-purchase arrangement for 8 care home beds. Construction work will begin early in 2017 with the care home and first extra care apartments ready by Q2 2018.

2. The Abbeyfield Society has revived plans to extend their Regency Mews housing with care facility off Tadcaster Road. They propose 25 new Extra Care apartments and plan to cater for the needs of people with dementia. They have received favourable pre-planning advice. We have engaged with

Ward Members during this process and, if it is thought appropriate, will co-host a public engagement event to test reaction to the proposals prior to submission of a formal planning application.

Resources

1.The Programme received good support from our Summer Intern and from a secondee from the Transport team, allowing several public engagement events to be organised and held and for detailed information gathering to assist in the appraisal of options for Haxby Hall. Both have now returned to their normal duties.

2.The Programme Director has reviewed with the newly appointed Senior Solicitor the legal services resource needs of the OPAP for the next quarter and into 2017 and we will keep these resource needs and costs under regular review

Future outlook

1.Glen Lodge construction continues. In October 2016, following the completion of the new access road, work will begin on the construction of the new block of flats and the bungalows.

2.We will continue with the procurement of a care home at Burnholme. Initial stage bids will be evaluated at the end of September and short-listed partners will be asked at the beginning of October to submit formal tender proposals by the beginning of November 2016.

3.We expect the NHS to shortly announce awards for Transformational Capital Funding for primary care facilities. Partners have bid for funds to develop the health centre at Burnholme, supported by the Vale of York Clinical Commissioning Group. Once a funding announcement is made we will progress the formalisation of our partnership to deliver these facilities.

4.We continue to press for confirmation of the School Standards & Framework Act consent to dispose of an area of redundant playing field at Burnholme. We have engaged the One Public Estate team in the Cabinet Office to help move this forward.

5.We will hold public engagement events in October 2016 to seek views on the Lowfield re-development and will prepare a business case for the redevelopment ready for submission to Executive in December 2016.

6.We will launch the procurement for the Extra Care facility at Oakhaven at the beginning of October 2016. This is latter than planned as it has taken longer than anticipated to secure legal and procurement clarity as to the best procurement route to take and the preparation of bespoke

procurement documentation has been slower than expected. This will delay the completion of the scheme by approximately three months, to Q4 2018. Once a partner is appointed to develop the scheme we will seek to bring forward the completion date.

7. In the autumn the proposals for the future of Haxby Hall will be the subject of discussion with Ward Members, residents, relatives and staff at Haxby Hall and with other stakeholders. We will then prepare a business case for presentation to Executive in the winter.

8. We will agree in September which should be the next Council-run care home to be the subject of consultation on closure. Consultation would then take place, beginning on 26th September and run through to the 28th October with Executive receiving the results of the consultation (and being asked to make a decision regarding closure) at their meeting on 24th November 2016.

9. We will work with colleagues to develop the business case for an extension to Marjorie Waite Court, subject to a decision on the future of Burton Stone Lane Community Centre.

10. We will review the Older Persons' Accommodation Programme financial model to identify any changes or enhancements. In September we are joined by an Intern funded by the Biology Research Council; he will work with us for three months and focus on progressing the proposals at Burnholme, Lowfield and Haxby Hall. We will review project management resources and, where appropriate, seek additional resources to progress the Programme.

Key risks

Lack of funding to deliver all of the elements of the project.	Alternative sources of funding be identified and secured in order to achieve full project.	23	18
Inadequate third sector / independent care provider supply of residential care facilities suitable for people with high dementia and/or physical dependency needs	Identify and address any legal and procurement issues surrounding the Council use of appropriate grants.	20	9
Rising cost of external residential care providers	Undertaking negotiations with Independent Care Group.	23	19

Loss of morale for existing OPH staff morale leading to negative impact on service provided to current OPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through OPH Managers and staff groups; investment in staff training, support and development.	19	13
Challenge and negative publicity from existing OPH residents and relatives	Development of well planned Communications approach through briefings to Residents and relative, Cabinet, group leaders, TUs, OPH Management & Staff, OPH Review Wider Ref Group, media etc.	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)	Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4 Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4 Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4		

Project title	Local area teams		
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			
GREEN			
<p>Formal Consultation period concluded and into formal HR Timeline for restructure. Some focus required on movement of staff into assets in time for 1st January 2017 implementation. Envisaged to be on schedule although Facilities Management currently focused on facility moves across West Offices which impacts on progress. Main project work on track.</p>			
Future outlook			
<p>Sept – Oct assimilation and selection processes. Developing transition plan Oct – Nov. Developing local area outcomes plan and implementing transition plan Nov – Jan. Implementing transition plan, developing local area outcomes plan and early help strategy 01/01/17 – go live. Jan – Feb – project closedown</p>			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Corporate asset strategy impacts on ability of this	Corporate asset strategy risk highlighted to DMT,	19	19

model to achieve facilities savings in isolation.	Create Resilient Communities Board and CMT. Savings in this project assigned to assets profiled to 2018/19 allowing time for corporate asset strategy to be developed.		
Risk of staff skills and knowledge not meeting the required level to deliver against new roles.	Set in place workforce development plan to support induction of staff into new structure.	19	19
That changes at both statutory and early help levels negatively impact on outcomes.	Need to maintain regular dialogue through change programme. Establish a short term specific working group prior to go live to address any issues.	19	19
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 it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive March 2016 Prevention and Early Intervention Services - a proposal 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 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>		

Project title	Digital Services (CRM)		
Description			
<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>			
Current status			
AMBER			
<p>Release 1 for Revenues and Benefits went live on the 25th July and 12th September respectively. This means that residents can now easily notify the council of a move in, move out, move within, set up or change a direct debit, apply for single person discount and to request a copy of their bill. To date we have processed over 4500 GovTech forms at 80% automation to update our Council Tax database and of these 60% required no manual intervention or reprocessing. Also launched a new service for Letting Agents / Landlords to notify the council of any changes in tenancy. CYC (via GovTech) can now also automatically process DWP claims for housing benefit and council tax support.</p> <p>The base functionality within MyAccount is now in test and full end-to-end testing is beginning 20th September along with the 9 processes for Waste, Highways and Public Realm.</p> <p>We continue to work with suppliers and we are now defining the detailed plan for Release 3, in line with the phased approach for the project.</p> <p>The Privacy Impact Assessment has been drafted and is at review stage.</p>			
Future outlook			
<p>The completion of Release 2 with My Account, whilst continued planning and development for releases 3 to 4.</p>			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is	Controls - Engage with all business areas - stakeholders through a business readiness assessment	23	23

not ready to implement solution.	Actions - Business readiness assessments and VSM to be completed by end of Sept		
Unable to configure system once transferred to the council. This would mean that there would be a failure to ensure system is maintained effectively And that the recovery from system problems is delayed	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. Chris Steward		
Director	Ian Floyd – Director of Customers and Business Support		

responsible	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