



## **BACKGROUND PAPER: Update of Major Projects**

### **Audit & Governance Committee**

**Date:** Wednesday, 6 December 2017

**Time:** 5.30 pm

**Venue:** The George Hudson Board Room - 1st Floor West Offices (F045)

The Agenda for the above meeting was published on **28 November 2017**. The attached background paper is now available for information in support of the following agenda item:

#### **8. Monitor 3 2017/18 - Key Corporate Risks** (Pages 1 - 60)

To receive an update on the key corporate risks for City of York Council.

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**Update of Major Projects**

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

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

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

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

- See the matrix below when reviewing the risk scores.

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

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

**Detailed updates**

|   |                                  |
|---|----------------------------------|
| <b>Project title</b>  | Adult Social Care – Future Focus |
| <b>Reporting period</b>   | November 2017                    |
| <b>Description</b>  |                                  |
| <p>Demand for Adult Social Care rises each year. People are living longer into old age requiring support, there are more people living longer with complex long term conditions and there are increasing numbers of young adults in transition to adult services with complex needs.</p> <p>This increased demand for services coincides with significant financial pressure arising from reduced Local Authority funding, legislative changes driven by the Care Act and an increased public expectation of Adult Social Care and rightly an expectation of high quality, personalised and flexible support for those who are eligible for care.</p> <p>The goal of health and care services is to help older, vulnerable or disabled adults who have ongoing support needs to live well and have a good life. A “good life” means living independently at home wherever possible, with opportunities to spend time with other people and to do things which are meaningful to that individual.</p> <p>Current ways of supporting adults do not consistently result in everyone achieving all of their goals and living well where they want to live. People and families are not always helped enough to look after themselves and each other. Services can be overly paternalistic and lack the choice and control that services users rightly demand.</p> <p>Social care is often a vital part of enabling people to live independent lives but it is far from being the only component to enable people to live fulfilled lives. We must be ready to have different conversations which take full account people’s assets, strengths, knowledge and skills to build and harness the contributions of people, their personal networks, social capital and their local communities. This will support greater wellbeing and independence.</p> <p>The nature and scale of these challenges requires a fundamental shift in how Adult Social Care is delivered to ensure financial sustainability and to help those with social care needs, their families and carers have a better quality of life.</p> <p>There is an emerging consensus that community based models of social</p> |                                  |

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

### **Current status**

**GREEN**

Activities completed and progressed in the period are:

1. Continued design engagement with staff groups and managers.

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

### **Progress Update**

#### Continued design engagement with staff groups and managers.

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

#### Fact finding with other local authorities.

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

#### External / interdependent stakeholder engagement commenced (Phase 2).

Transforming the culture, skill set and tools of Care Management is a key element of the programme. The earlier investment in external support though KPMG has been successful in enabling the programme team to identify the multiple challenges and opportunities of the current systems and to develop a business case, however at the end of the design phase it is clear we will need specialised help to progress against a model that will work for York. Work has begun to identify an appropriate partner for phase 2 and the programme is seeking an appropriate method for engaging the partner to support our work with input from procurement, legal and finance colleagues.

### Continued Customer Engagement

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

### Business Case Development

A draft business case exists to support the Adult Social Care transformation programme team (Future Focus) and define a new Adult Social Care (ASC) operating model to an appropriate and meaningful level of detail. The design is based on a set of established design principles for the programme, and CYC's overarching aim to prevent, reduce and delay the need for care.

The work of the design phase has identified:

- Issues and challenges within the current system and current operating model;
- Outcomes required of the new operating model; a high level overview of a future operating model;
- Potential cashable savings available to the directorate based upon analysis and assumptions;
- Potential non cashable time equivalent savings based upon business data analysis and staff input and potential costs to the directorate to implement changes in order to realise time equivalent and cashable savings.

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

Based on the findings from the business case, planning has commenced to break down the activities and initiatives into sub projects. Each sub project has a lead within the programme plan or identified as part of ongoing work within the business. The programme will establish work streams and project groups to undertake detailed delivery plans and change. Alongside these a number of cross cutting activities such as systems development or HR change have been identified which will support all relevant areas. Ongoing oversight of the dependencies between the work streams will continue via



the programme manager and the development group. Combined updates and reports will continue to be escalated via HHASC DMT which is acting as the Future Focus Programme Board.

### **Future outlook**

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

1. Finalise investment and saving plan.
2. Engage Phase 2 delivery partner.
3. Agree programme approach for phase 2.
4. Identify possible location of Innovation site.
5. Kick off meetings for sub-projects of programme.

#### Finalise investment and saving plan to be agreed:

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

#### Continued Manager and staff Engagement:

Managers and Assistant Service Managers will be involved in a workshop on November 29th as the implementation conversations begin. This group is key to our roll out of strength based approaches and their input is necessary as we refine the forms and functions of the future operating model.

#### Engage Phase 2 delivery partner:

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

#### Identify possible location of Innovation site.

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

#### Kick off meetings held for sub-projects of programme:

Based in the findings from the business case, planning has commenced to break down the activities and initiatives into sub projects. Each sub project has a lead within the programme plan or identified as part of ongoing work

| within the business. "Kick off" meetings to mobilise these will commence within the next period.  |   |              |            |
|---|---|--------------|------------|
| <b>Key risks</b>  |   |              |            |
| <b>Risk (brief description/consequence )</b>  | <b>Control/action</b>   | <b>Gross</b> | <b>Net</b> |
| Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated.<br><br>Savings not realised despite change.   | Objective external appraisal of Benefits / Savings.<br><br>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.  | 14           | 8          |
| The changes do not realise the required levels of financial benefits.<br><br>Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.  | An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.<br><br>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2. | 19           | 14         |
| The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case. | Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.  | 15           | 11         |

|   |   |
|---|---|
| <b>Reports to</b>   | The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board. |
| <b>Exec member</b>  | Cllr. Carol Runciman  |
| <b>Director responsible</b>   | Martin Farran – Corporate Director for Health, Housing and Adult Social Care                                    |
| <b>Dependencies</b>   | Market development, Comprehensive Information, Advice and Guidance for ASC                                      |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b> |   |

|   |                                     |
|---|-------------------------------------|
| <b>Project title</b>  | Allerton Waste Recovery Park (AWRP) |
| <b>Reporting period</b>   | November 2017                       |
| <b>Description</b>  |                                     |
| <p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled.</p> <p>Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>  |                                     |
| <b>Current status</b>   |                                     |
| <b>GREEN</b>  |                                     |
| <p>The commissioning phase is nearing completion and the facility is operating for the required continuous days, with the required volumes of Waste in order to fulfill the requirements for the sign off for each of the components. This is being closely monitored by the independent tester.</p> <p>During commissioning there has been the expected process issues and equipment failure, but these have been managed within the parameters of the project and the contract and the commissioning phase is still on track.</p> <p>Further work is being undertaken on the partnership between NYCC and CYC moving forward and an update will be presented to Executive on the 25<sup>th</sup> January.</p> <p>The transfer station at Harewood Whin has functioned well during the commissioning period. The commissioning period has required CYC collection vehicles to tip at the transfer station and at the landfill and an exercise is ongoing to ensure related performance data can be reconciled. Once full service commences at the beginning of February all waste will be tipped at the transfer station.</p> <p>Progress is also being made on the visitor centre, Claro house, and this will</p> |                                     |

be ready to host visitors in the new year.

### Future outlook

A paper will be presented to Executive updating on the progress of the project and agreements with NYCC on the 25<sup>th</sup> January 2018.

The commissioning period will continue to the end of January and once the necessary certifications are in place, full service will commence at the beginning of February.

### 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. | The arrangements are built into the contract however, there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.<br><br>Process now nearing completion and will be ready for agreement in the autumn. | 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.<br><br>Key communications staff key into the project. Work ongoing with the contractor on educational programme.                                       | 15    | 14  |
| Transfer stations - Failure to develop the waste transfer station infrastructure required for                      | Work with collection authorities to develop a strategy and delivery plan.  | 23    | 17  |

|   |   |    |    |
|---|---|----|----|
| effective service delivery results in reduced efficiency, impact on collections and increased costs, reputational issues with collection authorities and residents. | Implementation now nearly complete.   |    |    |
| Change Management - Changes in government and/or government policies/legislation resulting in financial challenges  | Change processes in the schedule and contract, external legal advisers in place, quarterly review of waste law list by external technical advisers,<br><br>Ongoing monitoring of waste law list and advisers will highlight any substantial changes which results in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals. | 22 | 13 |
| <b>Reports to</b>   | The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.  |    |    |
| <b>Exec member</b>  | Cllr. Andrew Waller   |    |    |
| <b>Director responsible</b>   | Neil Ferris – Corporate Director of Economy and Place   |    |    |
| <b>Dependencies</b>   | None  |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>   |   |    |    |

|  |                |
|--|----------------|
| <b>Project title</b>   | Castle Gateway |
| <b>Reporting period</b>  | November 2017  |
| <b>Description</b>   |                |
| <p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>   |                |
| <b>Current status</b>  |                |
| <p><b>AMBER</b></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 was to take a preferred masterplan for the public realm, infrastructure, and council land assets back to the Executive by the end of 2017. However, having reviewed the programme with the appointed masterplan consultants, BDP, it has become apparent that the scale of work required means that this is now likely to be early in the new year.</p> <p>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 alongside the preferred masterplan. To guide this process the council have appointed Deloitte to provide commercial and valuation advice. They have completed appraisals of the value of the council's land assets, and are working alongside BDP to ensure the emerging masterplan is commercially viable.</p> |                |

BDP are progressing at pace with the masterplanning. They have a wealth of experience on large scale projects such as Liverpool One and more locally on the Heslington East campus. They also bring with them expertise of working in water borne environments in the Netherlands and specialist bridge design through the inclusion of BDP Rotterdam and Witteveen + BOS. Detailed meetings with the council's technical officers and key stakeholders have taken place to formalise the brief and statement of heritage significance for the area. From this, and the public engagement work, they are now working on high level options and undertaking detailed technical work to ensure the deliverability of those options. These will go out to consultation in late 2017, to allow a preferred option to be shaped and developed.

Regular meetings are ongoing with the Castle Gateway Advisory Group, which are feeding directly in to the masterplan process.

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

Stage one of the My Castle Gateway public engagement process has now completed. The open conversation process facilitated by the council, Helen Graham from the University of Leeds, and Phil Bixby, has already provided the public's formal development brief for the area which is guiding the masterplan options. The engagement has applied multi-platform social media, videos, walks, talks, and visioning events, and we are now in stage two, identifying challenges to delivery and trying to find creative solutions. This will prepare the public for the high level options which will go out to consultation in late 2017.

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

[Spark:York's](#) are on site with a scheme to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. The aim was to open in summer 2017, operating under a three year tenancy from the council. Although work is progressing well on site and all the shipping containers are in place Spark have informed us that they do not expect to be able to open until January. The tenancy will however still commence from summer 2017 to ensure the site is available for a permanent redevelopment in summer 2020.



The council have secured a small piece of land adjacent to the site at 17-21 Piccadilly. The council already had a right of access across the site, which was owned by Yorkshire Housing. The acquisition allows full and unrestricted control of the land and increases the future development options for 17-21 Piccadilly.

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

On the 31st August the council's Executive approved the use of Castle Car Park for a full scale pop-up Globe Theatre throughout the summer of 2018. This will host daily productions of Shakespeare, bringing inward investment and tourism to the city. The proposal is of significant benefit to the Castle Gateway project, promoting an alternative use for the car park (the permanent closure of which forms part of the long term vision for the area) whilst allowing us to monitor the impact of the closure on highways and transport in the short term. The council's loss of revenue from the car park will be funded by the Globe operator.

### **Future outlook**

Masterplanners BDP are aiming to complete the development of high level masterplan options for the Castle Gateway by the start of November. These will be underpinned by the ongoing technical and commercial viability work to ensure they are realistic proposals.

The intention is to go out to consultation on these options in mid-November through stage 3 of the My Castle Gateway public engagement project. We will be seeking the public's views on the different options for the different areas of the Castle Gateway, continuing the My Castle Gateway's use of social media and interactive events. This will then allow BDP, alongside further refinement of the technical and commercial work, to knit together a preferred masterplan option.

Alongside the public engagement on the high level options, officers will be working with Deloitte to identify appropriate delivery models to take forward and realise the preferred masterplan option. The current aim is for the masterplan and delivery models to be taken to Executive in a single report in February 2018.

Work is continuing with other stakeholders to ensure that the plans for the area dovetail with their ongoing projects, particularly the Environment Agency's emerging flood defence proposals that affect the Castle Gateway.

BDP's transport advisors, WSP, have also been commissioned to undertake a broader study of transport modelling and car park usage to allow the Castle Gateway proposals to be considered in the context of the wider network.

### Key risks

| Risk (brief description/consequence)  | Control/action  | Gross | Net |
|---|---|-------|-----|
| <p>Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets.</p> <p>The council fail to develop the best delivery structure for developing out its land assets, or are unable to secure the most advantageous contractual agreements with identified partners. This represents a significant risk to both the Castle Gateway project and the council achieving best value.</p> | <p>It is likely that the council will need to seek external legal support and advice.</p> <p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p> | 21    | 14  |
| <p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the</p>  | <p>Discussions with landowners and developers to facilitate development, and understand the implications of the EU</p>  | 23    | 19  |

|  |   |    |    |
|--|---|----|----|
| <p>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>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> |    |    |
| <p>Failure to provide a realistic timeframe for potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium time period would need significant expenditure.</p> <p>The council has to spend significant money on</p> | <p>To develop and bring forward a clear vision for the Castle Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment and risk the council wants to assume.</p> <p>Work is ongoing with Directors and Members to establish the level of risk and investment the council want to assume, which will</p>  | 20 | 19 |

|  |  |    |    |
|--|--|----|----|
| <p>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>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 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</p> | <p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice 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> | 21 | 20 |

|   |  |  |  |
|---|--|--|--|
| the project ultimately fails  |  |  |  |
| <b>Reports to</b>   | Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.  |  |  |
| <b>Exec member</b>  | Cllr. David Carr and Cllr Ian Gillies  |  |  |
| <b>Director responsible</b>   | Neil Ferris – Corporate Director of Economy and Place  |  |  |
| <b>Dependencies</b>   | Local Plan Policy, City Transport Policy   |  |  |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b> | <p>Executive October 2015<br/> <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Document<br/> <a href="http://democracy.york.gov.uk/documents/s100456/Report.pdf">http://democracy.york.gov.uk/documents/s100456/Report.pdf</a></p> <p>Executive November 2016<br/> Land assets on Piccadilly<br/> <a href="http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf">http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</a></p> <p>Executive January 2017<br/> Update<br/> <a href="http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf">http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</a></p> <p>Executive August 2017<br/> Proposed Temporary Use of Part of Castle Car Park<br/> <a href="http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf">http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</a></p> |  |  |

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|---|-------------------|
| <b>Project title</b>  | Community Stadium |
| <b>Reporting period</b>   | November 2017     |
| <b>Description</b>  |                   |
| <p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>  |                   |
| <b>Current status</b>   |                   |
| <p>An update report to executive was presented on 19th October 2017 detailing progress for the project and a change to risk around the commercial development and land sale deal which requires executive to note.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> <li>• Construction tender finalised with the appointment of Buckingham Group Construction Limited by GLL.</li> <li>• Exec report on the Yearsley review and future of the Yearsley pool site completed and a recommendation that allows Yearsley to stay open for at least another 5 years.</li> <li>• Completion of the partner agreements with the NHS, YAC and York High School.</li> <li>• Start of the pre-construction works on 2 October 2017 which allowed for final construction design, site mobilisation and pre-orders for steel and portacabins to go ahead. These are expected on site end of November with an expected December construction start.</li> <li>• Completion of the DBOM and all associated contracts on 16 November 2017 enabling site mobilisation over the coming weeks and construction start in December 2017.</li> </ul> <p>The timetable included in the report to Executive highlights the facilities will now be complete and open by Summer 2019.</p> |                   |

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|---|---|---------------------|-------------------|
| <ul style="list-style-type: none"> <li>• Completion of the Design, Build, Operate and Maintain (DBOM) contract, end of November 2017. COMPLETE.</li> <li>• Completion of the commercial land sale and developer offer. COMPLETE.</li> </ul>   |   |                     |                   |
| <p><b>Future outlook</b></p> <p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> <li>• Site mobilisation will now take place November/ December 2017. ONGOING.</li> <li>• December 2017 Construction start.</li> <li>• Site completion April 2019.</li> <li>• Site operational June 2019.</li> </ul> |   |                     |                   |
| <p><b>Key risks</b></p>   |   |                     |                   |
| <p><b>Risk (brief description/consequence)</b></p>  | <p><b>Control/action</b></p>  | <p><b>Gross</b></p> | <p><b>Net</b></p> |
| <p>NHS fail to sign agreement for lease in time for DBOM. GLL will require CYC to underwrite all costs for the NHS areas which total c£240k at present per year.</p>  | <p>Discussions ongoing at high level between CYC Chief Exec and Chief Exec of the York NHS Trust. Confirmation of design and delivery and NHS approval of legal agreement.</p>                                | <p>19</p>           | <p>19</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>   | <p>19</p>           | <p>19</p>         |
| <p>Commercial return on land receipt.</p> <p>Not realising estimated commercial return on commercial proposals in the final bid or completing the commercial deal due to developer failing to meet</p>  | <p>Savilles report supports figures as proposed. Potential to increase the amount of retail in the final scheme. Reduce the outputs of the project.</p> <p>Awaiting outcome of the commercial development</p> | <p>23</p>           | <p>23</p>         |

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| <p>budget and procurement requirements.</p> <p>Not sufficient revenue to finance the build of the leisure building and facilities.</p> <p>Additional capital required by CYC, value engineering required, decrease spec or size of the build.</p> | <p>deal between developer and the fund. 6/9/2017</p>   |  |  |
| <b>Reports to</b>   | Executive, Economic Development and Transport Scrutiny Committee, Project Board  |  |  |
| <b>Exec member</b>  | Cllr. Nigel Ayre   |  |  |
| <b>Director responsible</b>   | Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services  |  |  |
| <b>Dependencies</b>   | Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.  |  |  |
| <p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>  | <p>Full Council March 2016:</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4</a></p> <p>Executive December 2016</p> <p><a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017</p> <p><a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p> <p>Executive July 2017</p> <p>Community Stadium &amp; Leisure Facilities Report</p> <p><a href="http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf">http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</a></p> <p>Executive October 2017</p> <p>Community Stadium Project Report</p> |  |  |



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|  | <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a> |
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| <b>Project title</b>  | Digital Services (CRM) |
| <b>Reporting period</b>   | November 2017          |
| <b>Description</b>  |                        |
| <p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now). This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>   |                        |
| <b>Current status</b>   |                        |
| <p><b>Red</b></p> <p>The project has continued to make progress however no work in the current live environment has taken place although the change freeze has now been lifted due to the Softcat dispute being concluded. We are now working with the Service Areas to determine if there are any fixes that can be made to the current system to close any initial issues.</p> <p>Our project configurers continue to work in the new environment and Oracle Consulting has completed a lighttouch analysis of the work we have done so far to provide some assurance. The outcome was positive and that during the review session nothing in the configuration was of a concern and the case shown made good use of base Service Cloud functionality and also highlighted the smart development work regarding the display of assets on a map and data integration back into Service Cloud. We are now preparing a more detailed specification for an investigation to take place. Once this investigation has taken place we estimate that phase 1 will complete in 6 - 7 months.</p> <p>Exploratory testing has been completed by our internal tester and a list compiled for our configurers to work to. First clone from live was tested w/c 11th November for functional testing to take place.</p> <p>We are investigating how we develop forms once the system is in BAU and are awaiting a quote from Jadu for building a connector between CRM and X Forms Pro.</p> <p>We have revised the phases of the CRM project which has been approved by the project sponsor and we are working on the resource plan to ensure we are not under resourced. The priority of Phase 1 is still to decommission Lagan and move all processes over to the CRM although we have also</p> |                        |

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| released Service Cloud modules such as web chat and social media monitoring as part of this phase. (See high level phase breakdown document).  |   |              |            |
| <b>Future outlook</b>  |   |              |            |
| The priority of Phase 1 is still to decommission Lagan and move all processes over to the CRM although we have also released Service Cloud modules such as web chat and social media monitoring as part of this phase. |   |              |            |
| <b>Key risks</b>   |   |              |            |
| <b>Risk (brief description/consequence )</b>   | <b>Control/action</b>   | <b>Gross</b> | <b>Net</b> |
| <b>Issue</b><br>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.  | <b>Controls</b> - Engage with all business areas - stakeholders through a business readiness assessment<br><b>Actions</b> - Business readiness assessments and VSM to be completed by end of Sept   | 23           | 23         |
| 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.            | <b>Controls:</b><br>Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up.<br>Ongoing face to face dialogue with services.<br><b>Actions</b><br>CPT to complete knowledge transfer | 17           | 12         |

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|   | including training material Processes (outside of Release 2) passed to configurers whilst CPT are still on-site.<br>Schedule Oracle training course (5 day).   |    |    |
| Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live  | <b>Controls:</b><br>Ongoing face to face dialogue with services<br><b>Actions:</b><br>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. | <b>Controls</b> - Engage with all business areas - stakeholders through a business readiness assessment<br><b>Actions</b> - Business readiness assessments and VSM to be completed by end of Sept  | 23 | 23 |
| <b>Reports to</b>   | Digital Services Programme Board; Corporate Scrutiny and Management Board  |    |    |
| <b>Exec member</b>  | Cllr. David Carr   |    |    |
| <b>Director responsible</b>   | Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services  |    |    |
| <b>Dependencies</b>   | CRM<br>Lagan<br>MDM -Clearcore<br>Govtech Rev's and Ben's.   |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a</b>   | Corporate and Scrutiny Management Policy and Scrutiny Committee<br>9th May 2016<br>City of York Digital Inclusion<br><a href="http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf">http://democracy.york.gov.uk/documents/s105678/City%20of%20York%20Digital%20Inclusion.pdf</a> |    |    |

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| <b>scrutiny<br/>committee)</b> |  |
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| <b>Project title</b>  | Guildhall     |
| <b>Reporting period</b>   | November 2017 |
| <b>Description</b>  |               |
| <p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p> |               |
| <b>Current status</b>   |               |
| <b>GREEN</b>  |               |
| <p>The project remains on track with all approvals now in place for delivery:</p>   |               |
| <p>Statutory consents / approvals</p> <ul style="list-style-type: none"> <li>• Planning and LBC approvals granted 16 Feb 17</li> <li>• Executive approval for scheme delivery 16 Mar 2017</li> <li>• Full Council approval of budget requirement 30 Mar 2017</li> <li>• Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery</li> </ul>  |               |
| <p>Contractor procurement</p> <ul style="list-style-type: none"> <li>• The SQ stage saw 7 submissions with a short list of 4 contractors agreed for the ITT stage</li> <li>• ITT documentation (for the stage 1 tender) was issued 25 May 2017</li> <li>• The ITT stage Bidder Day was held at the Guildhall on 14 June 2017 with individual sessions for each contractor (reduced to 3 where one contractor had withdrawn)</li> <li>• ITT submissions were received on 19 July 17</li> <li>• Contractor interviews were held on 26 July 17</li> <li>• Following the statutory standstill period Interserve have been confirmed as the contractor</li> </ul>  |               |
| <p>Design / project development</p> <ul style="list-style-type: none"> <li>• The Design Team continue to finalise co-ordinated RIBA stage 4</li> </ul>  |               |

detail design documentation packages for issue to the preferred contractor in Sept 2017 at the commencement of the ECI phase (2nd stage tender)

- Marketing of Restaurant unit : The marketing is now progressing at pace with new agents
- Arrangements for operation / management of the business club / serviced office offer by CYC now in development with FM working group engaged with Design team
- Cross Party member working group to be established to agree Management Plan for Common Hall Yard and Civic / Council uses
- Arrangements for Construction project management using CYC framework with AECOM now confirmed
- Party Wall Surveyors (Cushman Wakefield) now appointed to secure agreements as necessary under the Party Wall Act and to facilitate construction access with neighbours as required

### Future outlook

Early Contractor Involvement (ECI) phase 2<sup>nd</sup>

- This will commence in Sept 17 and run to Dec 17 to agree the work packages and pricing ahead of construction
- It is intended to issue the notice to proceed to construction before the end of Dec 17 subject to the Target Cost being agreed
- Construction works to start January 2018 - subject to the above

### Key risks

From project risk register

| Risk (brief description/consequence)   | Control/action   | Gross | Net |
|--|--|-------|-----|
| Capital costs increase/exceed budget<br><br>Costs of scheme exceed current budget estimate as scheme is developed in detail.<br><br>Project becomes unaffordable | Project team approach - early contractor involvement - value engineering workshops | 23    | 19  |
| Insufficient revenue income to repay borrowing   | Soft market testing<br><br>Robust marketing -                                      | 23    | 19  |

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| <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"> <li>No offers at expected value</li> <li>Failure to agree heads of terms</li> </ul> <p>Project is unviable/too risky</p> | <p>Soft market testing</p> <p>Robust marketing - selection and assessment process, may require re-marketing</p>   | 23 | 18 |
| <b>Reports to</b>  | Executive, CSMC, project board  |    |    |
| <b>Exec member</b>   | Cllr. David Carr  |    |    |
| <b>Director responsible</b>  | Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services   |    |    |
| <b>Dependencies</b>  | Local plan  |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>  | <p>Executive October 2015<br/> <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Scrutiny – 13 June 2016<br/> <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a></p> <p>Exec – 14 July 2016<br/> <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Planning application links</p> <p>16/01971/FULM   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of</p> |    |    |



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|  | <p>existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</p> <p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00</a></p> <p>16/01972/LBC   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation   The Guildhall Coney Street York YO1 9QN</p> <p><a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00</a></p> <p>Executive March 2017</p> <p><a href="http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf">http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</a></p> |
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|---|---------------------------------------|
| <b>Project title</b>  | Housing Development (HCA partnership) |
| <b>Reporting period</b>   | November 2017                         |
| <b>Description</b>  |                                       |
| Programme of council-led housing delivery in partnership with the HCA   |                                       |
| <b>Current status</b>   |                                       |
| <b>AMBER</b>  |                                       |
| <p>The aim is to deliver mixed tenure housing schemes which help to tackle some of the city's significant housing need whilst also returning a financial surplus to the authority to help support key services.</p> <p>Two reports are on the Forward Plan for consideration at Executive on 7<sup>th</sup> December. The first report updates members on progress for the Housing Delivery Programme and seeks resources to undertake the next work streams. The report 'Establishing a Delivery Model and the Scope of the Programme' explains what other Local Authorities with housing development ambitions have done, with the majority leading on delivery through setting up a development company which is wholly owned by the council. This approach is consistent with the legal advice which the council has received from Bevan Brittan. The company would be structured with a Company Board controlling day to day activities reporting to the Shareholder Committee.</p> <p>The report sets out a scope of the programme in terms of a list of sites which may be brought forward for consideration for housing development through a business case approach. The report outlines how a five year business plan would be formed with a business case brought forward for each site. This business case would outline the merits and risks of developing a site alongside the likely financial implications for the council. In order to undertaken the work in establishing a company and creating a five year business plan, resource is requested to cover design, cost, legal, and financial advice as well as additional internal staffing requirements.</p> <p>The report highlights the control that the council would maintain over development decisions in the future through a five stage site appraisal process, clearly setting out when decisions would be made and who would take these decisions. Key decisions to be taken by Executive or the Shareholder Committee.</p> |                                       |

The risks associated with setting up a company to lead on housing development are outlined alongside an indicative cash flow model showing significant lending needs in order to fund any development.

The second report on the Forward Plan covers the outline business case for the former Lowfield School site. This explains the different delivery options at Lowfield of selling the site, procuring a contractor, or delivering the homes through the development company once established. The risks are outlined alongside the benefits that can come from a scheme led by the council. The report asks Executive to decide what percentage of affordable housing they would like to see provided on site.

The planning application for Lowfield is under consideration by the Local Planning Authority and is due for determination in the first few weeks of 2018.

### **Future outlook**

Depending on decisions from Executive, a number of significant tasks will be undertaken in parallel:

- Lowfield Green – the planning application will be monitored with any additional information required to be provided and any concerns raised being mitigated where appropriate. Subject to Executive decisions plans will be put in place for the procurement process of appointing a contractor and establishing a detailed financial business case to develop the site.
- Procuring external legal, financial, design, and cost advice in the creation of a five year business plan for the company.
- Establishing a development company.
- Soft market testing will continue in respect of the best method of delivery, including further exploration of the potential of a partnership arrangement with another organisation.

### **Key risks**

| <b>Risk (brief description/consequence)</b>                               | <b>Control/action</b>   | <b>Gross</b> | <b>Net</b> |
|---|---|--------------|------------|
| Reaching agreement over the correct commercial partner to deliver housing | Soft market testing. Obtaining legal and procurement advice.        | 19           | 19         |
| Housing market fluctuations   | Robust market testing and analysis. Maintaining control over costs. | 18           | 18         |

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| Planning permission   | Resident and Ward Councillor consultation. Taking advice from internal specialists. Careful consideration of site proposals.   | 19 | 19 |
| Approval of business case   | Robust and tested proposals.   | 18 | 18 |
| <b>Reports to</b>   | Working group established which reports into Executive where approval is sought for key decisions.   |    |    |
| <b>Exec member</b>  | Cllr. David Carr and Cllr. Sam Lisle   |    |    |
| <b>Director responsible</b>   | Neil Ferris – Corporate Director of Economy and Place  |    |    |
| <b>Dependencies</b>   | None   |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b> | March Executive meeting - approval of project inception<br><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9311">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9311</a> |    |    |

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|--|---------------|
| <b>Project title</b>   | Local plan    |
| <b>Reporting period</b>  | November 2017 |
| <b>Description</b>   |               |
| <p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p> |               |
| <b>Current status</b>  |               |
| <p><b>AMBER</b></p> <p>A report on Local Plan progress was taken to LPWG on 10<sup>th</sup> July and Executive on 13<sup>th</sup> July. The report sought to :</p> <ul style="list-style-type: none"> <li>• provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive;</li> <li>• seek the views of Members on the methodology and studies carried</li> </ul>   |               |

out to inform the housing and employment that the City is tasked with accommodating;

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

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

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

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

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

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

Officers are now processing the outcomes of the consultation.

| <b>Future outlook</b>  |   |              |            |
|--|---|--------------|------------|
| <p>Following consultation in September/October, subject to the number of representations received, it would be Officers intention to bring a publication draft document to Executive in January 2018. This would be subject to consultation in February 2018 with the intention of submitting a plan for Examination in April / May 2018. It is anticipated that the Examination would take between 6 to 9 months.</p> <p>Officers will seek dialogue with key partners including neighbouring authorities, the County Council and both LEPs. In addition dialogue will also be sort with both DCLG and the Planning Inspectorate.</p> |   |              |            |
| <b>Key risks</b>   |   |              |            |
| <b>Risk (brief description/consequence )</b>   | <b>Control/action</b>   | <b>Gross</b> | <b>Net</b> |
| 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  | Develop Local Plan policies linked to planning gain, undertake viability and            | 19           | 18         |

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| deliver strategic infrastructure   | deliverability work and progress CIL.  |    |    |
| The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017. | Work to approve LDS continuing to develop a strong evidence base.  | 19 | 18 |
| <b>Reports to</b>  | Executive, Local Plan Working Group  |    |    |
| <b>Exec member</b>   | Cllr. Ian Gillies is Executive Member<br>Cllr. David Carr and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG  |    |    |
| <b>Director responsible</b>  | Neil Ferris – Corporate Director of Economy and Place  |    |    |
| <b>Dependencies</b>  | Deliverability of York Central   |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>  | <p>Executive July 2015</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s98802/Report.pdf">http://democracy.york.gov.uk/documents/s98802/Report.pdf</a></p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf">http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</a></p> <p>Executive January 2017</p> <p>Update on Local plan</p> |    |    |



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|  | <p><a href="http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</a></p> <p>Executive October 2017<br/>Minerals and Waste Joint Plan - Submission</p> <p><a href="http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf">http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</a></p> |
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| <b>Project title</b>   | Older Persons' Accommodation Programme |
| <b>Reporting period</b>  | November 2017                          |
| <b>Description</b>   |  |
| <p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> <li>• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;</li> <li>• progress with plans to build a 27 home extension to Glen Lodge;</li> <li>• seek the building of a new Extra Care scheme at Oakhaven in Acomb;</li> <li>• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and</li> <li>• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.</li> </ul> <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p> |  |
| <b>Current status</b>  |  |
| <b>GREEN</b>   |  |
| Glen Lodge Extra Care scheme   |  |
| <ol style="list-style-type: none"> <li>1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is complete. The first residents have moved in and are settling in well. A successful public open day was held on 10<sup>th</sup> November, allowing us to showcase dementia ready design.</li> <li>2. Colleagues are working together to ensure that the new homes are let to those with appropriate care needs. 19 allocations have been approved by the Allocations Panel and six homes will be used, initially, for short stay care.</li> </ol>   |  |
| Burnholme Health & Wellbeing Campus  |  |
| <ol style="list-style-type: none"> <li>1. Construction of The Centre at Burnholme is progressing well. The existing buildings have been prepared for redevelopment and the new</li> </ol>  |  |

building is erected and being fitted out. The priority remains the construction of the access road. However, higher than expected costs of drainage for the whole site has meant that progress on the road was delayed while the reason for the cost over-run is examined. The Centre is still on target for occupation in May 2018.

2. Ashley House are progressing plans for the Care Home at Burnholme. Their proposals have been well received by neighbours and stakeholders and the planning application was approved by Planning Committee in October 2017. Construction will be in Q1 2017.
3. Contractual matters are complete and the contract is due for signing.
4. Priory Medical Group have appointed designers for their c4,000 m2 facility. They propose a building which “sits” well between The Centre and The Sports facilities and which delivers both health facilities and, potentially, some upper floor housing accommodation. As their proposals develop, they plan a public engagement event later in Q1 2018 to seek views and comments. They plan to re-locate GP services from three centres, bringing them together at Burholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They will carry out appropriate consultation on these moves. A planning submission is expected in Q1 2018.

#### Oakhaven Extra Care Facility

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

#### Marjorie Waite Court Extra Care scheme

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

#### Lowfield re-development

1. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and public open space and community & self-build was submitted on 9th October 2017.
2. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
3. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Agreement for Sale.
4. We are progressing plans for new football provision at the Ashfield estate and have met with the Football Federation and Sports England, who support the proposals.

#### Existing Older Persons' Homes

1. Consultation with residents, relatives, staff and potential partners at Haxby Hall have concluded and went well. A report on the outcome of the consultation will be presented to Executive in January 2018.
2. The proposals for a 64 bed care home at Fordlands and in partnership with Octopus Healthcare are progressing well. Their planning application has been approved by Planning Committee in November 2017 and construction will begin in Q1 2018.
3. The proposal to deliver 33 apartments on the Grove House site is currently under consideration by planning.
4. McCarthy & Stone are progressing the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 36 retirement apartments. Construction is now at first floor level.
5. Good bids for the purchase of the Willow House Older Persons' Home on Long Close Lane, Walmgate, have been received. Executive have been asked to re-consider their decision to sell the site to a student housing developer.
6. Woolnough House older persons' home closed at the beginning of November, with residents moving safely to new accommodation. Two residents moved to Glen Lodge. We now examine the options for the

re-use of this site with the preferred option being for housing.

7. We have completed consultation on the option to close Windsor House. No major issues have yet emerged from the consultation. Executive in December 2017 will receive the results of the consultation and decide the future of the home.

#### New Independent Sector Care Home provision

1. The Chocolate Works care home has opened, providing 90 care beds.
2. Plans have been submitted to build a 76 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs. We wrote in support of the proposal. The planning application was approved in October 2017 but will be further reviewed by Committee in December 2017.

#### New Independent Sector Extra Care provision

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by May 2019 and work will continue until late 2020.

The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have opened negotiations to secure nomination rights to a proportion of these homes have tentative agreement that the authority will have the right to nominate to half of these new homes.

#### **Future outlook**

- 1 The Glen Lodge extension will be filled and we will undertaken a "lesson's learnt" exercise.
- 2 Construction of The Centre at Burnholme and involvement of school children and local councillors.
- 3 Progress plans for new football pitches at Askham Estate with the intention of submitting a planning application in January 2018.
- 4 Executive to decide on the option to transfer Haxby Hall as a "going concern" at their meeting in January.
- 5 Executive will receive the results of the consultation on the option close Windsor House and decide it future at their meeting in December.
- 6 We will progress negotiations for the nomination and allocation rights

- at the Regency Mews Extra Care extension.
- 7 We will progress the design for the Marjorie Waite Court extra care extension and hold pre-planning public consultation in December.
  - 8 Plans for the Health Hub at Burnholme will be progress over the winter with Executive being asked to agree to sell the land at their meeting in December.

**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 new 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 ether 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.

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| 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 | 19 | 13 |
|---|--|----|----|

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|  | Managers and staff groups; investment in staff training, support and development.   |    |    |
| Project does not deliver the right number and type of care places required by the City.<br><br>Needs remain unmet.   | Regular market review.<br><br>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.<br><br>The Programme does not progress. | Sale of vacant OPH sites and land at Burnholme.<br><br>Alternative sources of funding be identified and secured in order to achieve full project.   | 19 | 13 |
| <b>Reports to</b>  | Executive, CMT, Project board, DMT  |    |    |
| <b>Exec member</b>   | Cllr. Carol Runciman  |    |    |
| <b>Director responsible</b>  | Martin Farran – Corporate Director for Health, Housing and Adult Social Care  |    |    |
| <b>Dependencies</b>  | Burnholme Health & Wellbeing Campus<br>Capital Programme  |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>        | <p>Executive July 2016<br/><a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Executive October 2015<br/><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive July 2016<br/><a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p> <p>Executive November 2016 (Willow house OPH)<br/><a href="http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf">http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf</a></p> |    |    |

Older Persons' Accommodation Programme Update – December 2016

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

Oakhaven Extra Care Facility: the sale of land to facilitate the development – March 2017

<http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf>

Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site – March 2017

<http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf>

Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme – February 2017

<http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf>

Executive August 2017

Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre

<http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf>

A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home

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

Executive September 2017

Demonstrating Delivery of the Older Persons' Accommodation Programme

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



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|  | <p>Executive October 2017<br/>Disposal of Willow House, Walmgate, York<br/><a href="http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf">http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf</a></p> |
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| <b>Project title</b>   | Outer Ring Road (A1237) |
| <b>Reporting period</b>  | November 2017           |
| <b>Description</b>   |                         |
| <p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>   |                         |
| <b>Current status</b>  |                         |
| <b>At Risk</b>   |                         |
| Activity in October 2017:  |                         |
| <ol style="list-style-type: none"> <li>1. A significant amount of activity in month focussed on drafting the Final Business Case (FBC) for submission to WYCA. The FBC comprises a number of reports looking at the strategic, economic, management, commercial, and financial cases. Consultants Pell Frischmann and CYC Major Transport Projects worked collaboratively on this submission.</li> <li>2. The WYCA Q2 Claim was submitted on time in the sum of £243k.</li> <li>3. A Lands meeting took place to understand the status of the circa 35 interests involved. This was attended by members of the project team including DVS, the Council's representative appointed to negotiate land purchases.</li> <li>4. A workshop took place to understand the implications for future proofing the junction upgrades for dualling the YORR in future years. This is possible but further work needs to be undertaken to ensure that it is affordable.</li> <li>5. The first YORR Lead Members Board took place attended by Cllrs Looker, Orrell, D'Agorne and Dew.</li> <li>6. Site investigation for geotechnical assessment took place on Wetherby Rd and Monks Cross Link junctions.</li> <li>7. Drainage surveys have been undertaken through the evenings, due to be completed in November 2017.</li> <li>8. Preparation for consultation has been undertaken in the period through preparation of a Comms Strategy and discussions with CYC Comms Section.</li> </ol> |                         |
| <b>Future outlook</b>  |                         |

**Planned Work for November 2017.**

1. Attendance at Westfield Ward Meeting to explain the emerging activity on the YORR Improvement scheme.
2. Present paper to Capital Asset Board to deal with release of covenant at Low Fields Farm, Wetherby Road in order to reduce risk of programme delays to the YORR Improvement.
3. Continue to pursue the procurement of a third party legal partner in order to prepare CPOs.
4. Hold Project Board No. 2.
5. Plan consultation for Wetherby Rd upgrade for January 2018.
6. Complete layby report.
7. Start looking into the procurement for a designer for junction upgrades 5-7.

**Key risks**

| <b>Risk (brief description/consequence )</b>  | <b>Control/action</b>  | <b>Gross</b> | <b>Net</b> |
|---|--|--------------|------------|
| Risks associated with land acquisition. There is a high risk that some landowners will be unwilling to sell land to the City of York Council by private agreement, or in a timely manner. This presents a programme risk potentially prolonging the time to complete the overall project, and in turn risks the release of funding from WYCA. | In order to mitigate this risk, preparation of a CPO in parallel to land negotiation is proposed.  | 20           | 14         |
| Risk associated with withdrawal of funding for the programme. All projects in the WY+TF Programme are under review by UK Government in order to ensure efficient delivery. There is a risk that funding could be  | The risk level is low at the current time, but it is incumbent on City of York Council to take all necessary measures to play it's part and ensure delivery is met. The delivery period extends until the end of financial | 18           | 13         |

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|--|---|----|----|
| withdrawn by the Centre if targets for delivery are not met by the WYCA as a whole.  | year 2021-22.   |    |    |
| Risks associated with Planning Approval. Two junction upgrades will require Planning Approval because they present a bigger environmental impact on their surroundings. These are at Haxby Road and Strensall Road. There is a risk that preparation, submission and procuring Planning Approval may delay the programme e.g. ecology surveys can only be done at certain times in the year. | The risk is estimated to be low at this stage as the overall timescale for the project is adequate and provides sufficient allowance for preparation to avoid this..  | 14 | 13 |
| <b>Reports to</b>  | Transport board   |    |    |
| <b>Exec member</b>   | Cllr. Ian Gillies   |    |    |
| <b>Director responsible</b>  | Neil Ferris – Corporate Director of Economy and Place   |    |    |
| <b>Dependencies</b>  | LTP3, Local plan  |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>  | Executive West Yorkshire Transport Fund – 24 November 2016<br><br><a href="http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf">http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</a> |    |    |

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|---|--------------------------------------|
| <b>Project title</b>  | Provision of School Places 2017-2023 |
| <b>Reporting period</b>   | November 2017                        |
| <b>Description</b>  |                                      |
| <p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p> |                                      |
| <b>Current status</b>   |                                      |
| <b>GREEN</b>  |                                      |
| <p>The project is coming to the end of a forecasting phase, where local datasets on current pupil numbers, migration and currently approved housing schemes are producing forecasts for pupil numbers until 2022/23.</p>  |                                      |
| <b><u>Capacity</u></b>  |                                      |
| <p>School capacity across all existing schools is now in a second level of assessment, where officers have started to conduct site visits to assess the size of the school estate, and from these visits, recalculate and revise data held by CYC re: the capacity of existing school buildings. Schools and academies have been categorised in one of three categories, A, B and C with those rated highest being those schools and academies that were identified as potentially having more capacity than their current net capacity assessment and/or funding agreement indicated. Category 'A' schools have been prioritised in the schedule of visits and all A-rated primary schools have already received site visits from schools buildings officers. A-</p>   |                                      |

rated secondary schools are in the process of being visited later, with all A-rated schools being completed this term. Officers have developed a further schedule of site visits for detailed assessment over the course of the school year to identify any current and potential teaching spaces that may be available, or can be recommissioned from alternative uses. It is envisaged that all B-rated schools and academies will be visited or reviewed over the first half of the school year.

### **Forecasting**

Forecast data had previously been quality assured and submitted to the Education and Skills Funding Agency, incorporating existing intelligence from school census, housing and school admissions data and preference trends. A separate submission has also been made to the ESFA regarding what Basic Need funding has been spent or committed to date and the high-level priority areas that future Basic Need spending will need to address. This data has yet to be signed off formally by the ESFA, but CYC have been informed that there are no high level queries in this return and that the data provided by CYC will be used in future funding allocations, providing central government funding for additional school places required as a result of demographic, non-housing related growth in pupil numbers across the Local Authority area.

### **General**

Officers in the past month have presented a paper to the Children Education and Communities Policy and Scrutiny Committee outlining the current scope and status of this project, and further engagement with Members will be planned throughout the course of the project. A project group is now in place which will review actions in an increasing number of workstreams arising from the project.

### **Future outlook**

The ESFA data submission is still in draft-form until formally approved by the ESFA but it is not anticipated that further work will be required before the EFSA finalises the data in late 2017. As this data will form the basis for the identification of future Basic Need allocations, a process of high level prioritisation of need has been conducted that will be refined alongside the confirmed capacity and forecast workstreams. The approach of CYC is for this data to continue to be re-run annually but to proceed over the course of the current school year to proceed with a process of highlighting where additional places are required by planning area. This information and

analysis will be shared with Members, colleagues and the school community, to inform current and future strategy and decision making on priorities to be taken forward in the coming months and years.

Discussions with the school community regarding the potential capacity of existing school buildings is now well underway and will be complete later this school year. The total identified 'net capacity' of schools and academies will when contrasted with local forecasts will provide a more accurate baseline of existing surplus and forecast deficit of school places in each local planning area, with existing providers asked to highlight where some future need could be met. This work will inform further project work on which planning areas require additional permanent or bulge (temporary) accommodation over the period up to 2022/23. Conversations with colleagues in the Department for Education involved in the academisation process have started in order to ensure those schools converting to academy status have the correct total site capacities stated in their funding agreements.

#### Key risks

| Risk (brief description/consequence)   | Control/action   | Gross | Net |
|--|--|-------|-----|
| Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.               | Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs with data and potential solutions.   | 19    | 12  |
| The project delivers a sufficient number of new places before these places are required by residents, leading to undersubscription of other schools. | Engaging with stakeholders (schools/MATs/DfE/developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA then actively manages any increases in supply across relevant planning areas to | 19    | 13  |

|  |  |    |    |
|--|--|----|----|
|  | minimise significant undersubscription at existing schools.  |    |    |
| The project delivers a sufficient number of places but with a cost per place that is too high - stretching the ability of funding to meet all needs. | Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads. | 19 | 13 |
| <b>Reports to</b>  | Children, Education and Communities Directorate Management Team meeting  |    |    |
| <b>Exec member</b>   | Cllr. Stuart Rawlings  |    |    |
| <b>Director responsible</b>  | Jon Stonehouse – Corporate Director of Children, Education and Communities   |    |    |
| <b>Dependencies</b>  | None   |    |    |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>  |  |    |    |



|   |   |
|---|---|
| <b>Project title</b>  | Specialist Disabled Children Short Break Facility |
| <b>Reporting period</b>   | November 2017                                     |
| <b>Description</b>  |   |
| <p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> <li>Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York.</li> <li>To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region</li> </ol> <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> <li>– Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally</li> <li>– Make York Home for more disabled children and young people by reducing out of Area placements</li> <li>– Develop and invest in service provision in order to generate future savings and income generating potential</li> <li>– Deliver better outcomes for disabled children and young people including those with the most complex needs</li> </ul> <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p> |   |
| <b>Current status</b>   |   |
| <b>GREEN</b>  |   |
| Consultation and engagement   |   |

- Lead and Ward Councillors have been briefed and consulted on plans, progress and next steps.
- Report has been presented to CMT.
- All consultation feedback from parents, staff and partners has been collated, consolidated and fed back to Specialist Design Consultants.
- Schedule of Accommodation has been scrutinised by front line practice and feedback has been given to Specialist Design Consultants.

#### Business case

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

#### Land option

- Land option agreed subject to decision on the existing provision on the land. This will take place on 7<sup>th</sup> December by Executive Members.
- Land option is geographically well placed but is not large enough for initial requirements.
- Exploring different options to expand the land available.
- Preferred option is to develop shared resources and provision on the adjacent special school playing fields.
- School and Academy have been approached and are very supportive about the potential partnership opportunity.

Potential site layout options have been drafted by Specialist Design Consultants and discussed with key stakeholders and partners.

#### **Future outlook**

- Clarification on the site area and location is required for the Specialist Design Consultants in order for them to continue to progress their feasibility work in line with the reporting deadline in December
- Implications on green space, traffic / transport and community access need to be considered for the preferred options
- QS cost consultants need to be commissioned to develop a more accurate costing of the overall build
- Stakeholders, Members and local community must continue to be

|   |  |              |            |
|---|--|--------------|------------|
| <p>briefed and consulted on options and plans.</p> <ul style="list-style-type: none"> <li>Subject to the required decisions, first draft of the final feasibility plans could be presented to the project board.</li> </ul> |  |              |            |
| <b>Key risks</b>  |  |              |            |
| <b>Risk (brief description/consequence)</b>   | <b>Control/action</b>  | <b>Gross</b> | <b>Net</b> |
| Parents with disabled children are unhappy with the feasibility process and or the proposed changes to provision  | Parent communication and engagement plan<br>Co production approach taken by involving parents in each stage of development     | 20           | 19         |
| The feasibility plans and proposals are unable to demonstrate financial viability   | Finance lead part of Project Board (PB)<br>Financial modelling for future plans developed from the start and scrutinised by PB | 20           | 19         |
| Key stakeholders are not adequately engaged with the feasibility work and development plans e.g. Health, Adult services, ER / NY  | Key stakeholder part of PB<br>Additional meetings arranged to consult and involve specific stakeholders                        | 14           | 13         |
| <b>Reports to</b>   | Reports to Project Board chaired by Eoin Rush and CEC DMT  |              |            |
| <b>Exec member</b>  | Cllr Stuart Rawlings   |              |            |
| <b>Director responsible</b>   | Jon Stonehouse – Director of Children, Education and Communities   |              |            |
| <b>Dependencies</b>   | None   |              |            |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>   |  |              |            |

|   |               |
|---|---------------|
| <b>Project title</b>  | York Central  |
| <b>Reporting period</b>   | November 2017 |
| <b>Description</b>  |               |
| <p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and the Homes &amp; Communities Agency. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes.</p>  |               |
| <b>Current status</b>   |               |
| <p><b>AMBER</b></p> <p>A major milestone was achieved on the 15<sup>th</sup> November 2017, as the Council's Executive agreed to the York Central Partnership's (YCP) recommendation to develop a Western access option for inclusion in the York Central Masterplan and to undertake further design and legal work to ensure that the final alignment will seek to mitigate the effects of such a route on the Millennium Green and control costs to ensure deliverability.</p> <p>Also, that land within YCP's control that could be used for a Southern Option be safeguarded, in order to protect against any risk to the York Central development caused by circumstance preventing successful delivery of a Western Option.</p> <p>A further 'pre-application' consultation on the site masterplan as a whole is planned to follow this in late 2017 ahead of planning application submissions early in 2018. Pre-application engagement with the LPA and stakeholders has been commenced.</p> <p>Partnership arrangements between the land owners and infrastructure funding are progressing to ensure a credible delivery route for York Central.</p> <p>Land acquisition is completed. HCA have invested significantly on the site and have purchased Unipart site, surplus land from NRM and a portion of land from NR off Leeman Rd.</p> <p>Legal agreements with WYCA have been signed and WYCA funds drawn</p> |               |

down. Budget now in place to proceed through masterplan consultation and into planning. A variation report will not be submitted to WYCA requesting that funding be used to deliver the alternative access route.

The LEP Enterprise Zone (EZ) board continues to meet. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is to support the successful delivery of the commercial element of York Central.

A Housing Infrastructure Fund bid of c£57m has been submitted and determination is awaited.

### Future outlook

- Masterplan work to conclude
- Public consultation on draft masterplan **to commence**
- Partnership arrangements and funding principles to be developed

### Key risks

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

|   |  |
|---|--|
|   | and Scrutiny Committee, Project steering group   |
| <b>Exec member</b>  | Cllr David Carr and Cllr Keith Aspden  |
| <b>Director responsible</b>   | Neil Ferris – Corporate Director of Economy and Place  |
| <b>Dependencies</b>   | Local Plan Policy, Economic Strategy, City Transport Policy  |
| <b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b> | <p>Executive December 2015</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf">http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</a></p> <p>Member update – May 2016</p> <p>Executive July 2016</p> <p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Document</p> <p><a href="http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf">http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf</a></p> <p>Executive November 2016</p> <p>Consultation on access options</p> <p><a href="http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf">http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf</a></p> <p>Third party acquisitions</p> <p><a href="http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf">http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf</a></p> |