

## Update of “Large” Projects

Over the page is a summary of “Large” projects:

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

- The Summary of “Large” projects is still in development and is provided to inform the committee in performing its role of **risk and assurance of the project management approach**.
- Projects are in the process of being assessed (using the Project assessment matrix (presented to the A&G committee in May 2016). Any project that achieves a score of 106 or more out of 160 qualifies as a “Large” project and is included in this list as a “Large” project.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- Further information on projects can be provided to the committee on request or the committee can request that a relevant scrutiny committee to do a more detailed review.
- The status (RAG – Red, Amber or Green) is provided to give an overview of any significant risks and provide assurance as to how individual projects are being managed. An explanation as to what the status means is in the body of this report.
- It is recognised that further work is required in order to ensure that the projects listed below are properly resourced in order to meet their objectives on an ongoing basis and work is ongoing to meet this requirement

<b>Large projects summary</b>	<b>Previous period (RAG)</b>	<b>This period (RAG)</b>	<b>Change</b>
Local Plan	<b>Amber</b>	<b>Amber</b>	<b>Better</b>
Community Stadium	<b>Green *</b>	<b>Amber</b>	<b>Same</b>
York Central	<b>Amber</b>	<b>Amber</b>	<b>Better</b>
Southern Gateway	<b>Amber</b>	<b>Amber</b>	<b>Better</b>
The Guildhall	<b>Green *</b>	<b>Amber</b>	<b>Same</b>
Burnholme and wellbeing campus	<b>Green</b>	<b>Green</b>	<b>Same</b>
ASC - Older person's accommodation	<b>Green</b>	<b>Green</b>	<b>Same</b>
Local area teams	<b>Green</b>	<b>Green</b>	<b>Same</b>
Digital services (CRM)	<b>Amber</b>	<b>Amber</b>	<b>Same</b>
Mosaic (Children's)	<b>Green</b>	<b>Complete</b>	
Public Health 0-19 year olds – The Healthy Child programme	<b>Amber</b>	<b>Complete</b>	

\* In the previous period Guildhall and Community stadium were reported as **Green**. Applying the new status definitions (in the body of the report) these have been reset at **Amber**, but the projects themselves have the **same** status. This is due to there being significant risks that are manageable in the resources of the project.

## Detailed updates

<b>Project title</b>	Local plan
<p><b>Description</b></p> <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>	
<p><b>Current status</b></p> <p><b>Amber</b></p> <p>The Local Plan was reported to the Local Plan Working Group and Executive in July. The purpose of the reports was to ask Members to approve the publication of a document entitled 'Local Plan – Preferred Sites 2016' for consultation. It draws on the previous stages of consultation and technical work undertaken to support the plan. Its purpose is to allow the public and other interested parties to comment on additional work relating to housing and employment land need and supply.</p> <p>In addition to the 'Local Plan – Preferred Sites 2016' several technical documents will also be made available during the proposed consultation.</p>	

These were attached as annexes to the reports and comprise:

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

In addition a Local Development Scheme which is effectively a project plan for future work was also made available for Members requesting approval.

Following the approval of Executive consultation on the 'Local Plan – Preferred Sites 2016' document will; begin on 18<sup>th</sup> July for 8 weeks. Consultation will be in accordance with the Council's adopted Statement of Community Involvement (2007). Any representations made will be taken into consideration in drafting the next stage of the plan, the publication draft. This will be reported to Members November / December 2016.

#### **Future outlook**

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

#### **Key risks**

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

sites which may not be the Council's preferred development options			
Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
<b>Reports to</b>	Executive, Local Plan Working Group		
<b>Exec member</b>	Cllr. Ian Gillies is Executive Member Cllr. David Carr and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG		
<b>Director responsible</b>	Neil Ferris – Director of City and Environment Services		
<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>		

<b>Project title</b>	Community Stadium project
<p><b>Description</b></p> <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>	
<p><b>Current status</b></p> <p><b>Amber</b></p> <p>On 17th March 2016 an update on the progress of the procurement process was presented to Executive. The paper also reflected the commitment for the long – term future of Yearsley Pool.</p> <p>On 24th March 2016 the report was presented to Full Council. The report was approved in full.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> <li>• Planning amendment approved at the June planning committee.</li> <li>• Secretary of State confirmed No call in on 21<sup>st</sup> June 2016.</li> <li>• The Council confirmed its commitment to Yearsley Pool and redefined the full Project Programme Plan associated with the project.</li> <li>• In March 2016 completion of the extension to the Monks Cross Park and Ride and demolition of the existing leisure facilities.</li> </ul> <p>Work is ongoing on the finalisation of the DBOM contract, August 2016 planned for execution.</p> <p>Update report will be taken to the August 25<sup>th</sup> Executive meeting.</p>	
<p><b>Future outlook</b></p> <p>The scheme is predicted to create around 165 FTE jobs including match and event day staff. There will also be additional temporary construction jobs created during the build phase.</p> <p>During the construction period the development will generate a range of employment opportunities. At the peak of the construction programme, there would be up to 250 people on the site.</p>	

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

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

The next steps involve:

- Update report to Executive 25<sup>th</sup> August 2016.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, following Judicial review period, approximately August 2016.
- Finalisation of all community partner agreements.
- Full construction to begin September 2016.

Site completion for March 2018.

#### Key risks

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

<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable resulting in the failure of the project	Limited mitigation, completion of all legal agreements in the timescales given. Financial markets will affect the willingness to invest.	22	22
Project exceeds existing financial parameters agreed under March 2016 approvals, further funds required or reduction in scope.	Ongoing work to challenge all costs, agreements finalised within agreed timescales.	19	18

Community partner agreements are not finalized in the given timescales, this increases the risk profile to the Council and impacts revenue assumptions.	Move to complete all agreements with partners in readiness for end of August DBOM close. Agree fall back position for the legal agreements with the Consortium.	20	19
<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 – Director of Customers and Business Support Services		
<b>Dependencies</b>	Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Full Council March 2016: <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>		



<b>Project title</b>	York Central		
<b>Description</b>			
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and the National Railway Museum. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes.</p>			
<b>Current status</b>			
<p><b>Amber</b> – The project has gained significant momentum, however, there are still risks to delivery.</p> <p>Reporting to July Exec to  Publish results of public consultation – positive support from across the city  Establish a Community Forum  Appointment of Commercial and Financial advisors  Award of a Leeds City Region LEP Local Growth Fund loan for £2.55m to fund site acquisition and preparation</p> <p>Formally signed an MoU with DCLG for the EZ starting in April 2017  Gone out to tender for design and technical advisors  Developing proposals for a formal Partnership with Network Rail HCA and NRM  Commenced work on the development of planning framework and a Supplementary Planning Document</p>			
<b>Future outlook</b>			
<p>Engagement of Specialist advisors in the next period. This will assist with the drafting of the formal partnership agreement and will start to further develop the business case.</p> <p>The planning framework and Supplementary Planning Document development will continue and be linked to the Local plan.</p>			
<b>Key risks</b>			
<b>Risk (brief description/consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Partnership with NR and NRM breaks down leading to	Establish a senior level Board and formalise via a	23	23

failure to unlock site	Memorandum of Understanding with development of the site delivered under the terms of a proposed partnership agreement.		
Inability to attract finance/ investment in sufficient quantity at acceptable levels of risk and return	Early market testing, as well as market viability work, to confirm level of interest.	23	23
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	23
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
<b>Exec member</b>	Lead Member Board:  Cllr. M. Cannon, Cllr. F. Derbyshire, Cllr. L. Kramm, Cllr. K. Myers, Cllr. A. Reid, Cllr. J. Hayes, Cllr. D. Levene		
<b>Director responsible</b>	Neil Ferris – Director of City and Environment Services		
<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 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>		

<b>Project title</b>	Southern Gateway
<p><b>Description</b></p> <p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Southern Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
<p><b>Current status</b></p> <p><b>Amber</b></p> <p>Executive approved the inception of the Southern Gateway project in October 2015</p> <p>Andy Kerr has been appointed as project manager and started work in May 2016.</p> <p>Additional demolition works required to make the boundary wall to 17-21 Piccadilly safe will complete in September 2016, and meanwhile uses are being investigated to give the site a temporary purpose in advance of any future development</p> <p>A report will be taken to the Executive in September 2016 outlining options to extend the lease of dispose of the freehold of Stonebow House to allow its redevelopment to proceed</p> <p>A report will be taken to Executive in September 2016 to dispose of a small area of land to English Heritage to allow the construction of a new visitors centre at Clifford Tower</p> <p>Discussions are ongoing with adjoining property owners and developers to bring forward development of vacant sites</p> <p>Delivery models are being explored to bring forward development proposals for the council's assets in the area</p>	
<p><b>Future outlook</b></p> <p>Establish route to market for securing a JV partner for 17-21 Piccadilly and commence procurement</p> <p>Write an Area of Opportunity Policy for Southern Gateway for the Local Plan for October. This will provide a broad planning framework to be followed by a SPD to set a planning brief for the area.</p> <p>Take an overarching vision and timescale to the Executive in the</p>	

autumn/winter Procure technical and design support for the project Explore options for a multi-storey car park on the site of Castle Mills Agree a delivery model to develop the council's assets in the area			
<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Insufficient legal resources and internal experience in to support the establishment of a delivery model for the council's assets	Probable requirement to seek ongoing external advice and support	23	19
Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income	Ongoing discussions with landowners and developer to facilitate development and understand the implications of the EU referendum on investor confidence. Establishing a planning framework to ensure coherent and high quality proposals when they do come forward	23	19
Failure to provide a realistic timeframe fro potential development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational	Vision and timeframe for Southern Gateway to be established by the end of 2016	23	19
Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or reduce the quality of the wider project	Preparing business cases identifying the opportunities and returns available	19	19
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, project board		
<b>Exec member</b>	Cllr Chris Steward and Cllr Ian Gillies		
<b>Director</b>	Neil Ferris, Director of City and Environmental Services		

<b>responsible</b>	
<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>	Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a> Document <a href="http://democracy.york.gov.uk/documents/s100456/Report.pdf">http://democracy.york.gov.uk/documents/s100456/Report.pdf</a>

<b>Project title</b>	Guildhall
<p><b>Description</b></p> <p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
<p><b>Current status</b></p> <p><b>Amber</b></p> <p>Project development work has proceeded in accordance with the programme set out in the October 2015 Exec paper</p> <ul style="list-style-type: none"> <li>• The design team led by architects Burrell Foley Fischer were appointed in November 2015 and commenced work immediately.</li> <li>• Over the period Nov – Dec 2015 they undertook a thorough review of the previous work and prepared; a feasibility review report and a strategic brief of requirements to inform project development.</li> <li>• The design team also undertook a complete fabric and structural condition survey of the entire complex.</li> <li>• To ensure that the heritage significance of the site was fully recognised we committed to early engagement with Historic England through their enhanced advisory service</li> <li>• Commercial agents Cushman Wakefield (formerly DTZ) were appointed to provide advice on also undertaken significant soft market engagement / testing and provided a robust valuation of the restaurant unit to support the project funding proposals</li> <li>• Over the period January – March 16 the design team undertook RIBA stage 2, concept design work, arriving at a preferred option.</li> <li>• Following gateway review, in accordance with the project programme</li> </ul>	

this led directly into the RIBA stage 3, detail design work

The stage 3 design report presents a design solution which :

- Secures the future of the complex through a comprehensive scheme of repair / refurbishment and restoration to the most important and sensitive areas of the site – meets the strategic brief requirements, allowing for ongoing council use and public access with supporting commercial development on the riverside a

### **Future outlook**

A report is to be considered by Executive on 14 July which sets out these detail design proposals and the outline business case for securing the future of the complex and delivering the scheme.

If approved Planning and Listed Building Consent applications will be submitted and further detail design work will be completed working to the following programme:

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

### **Key risks**

From project risk register

<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Project costs	Project team are aware of		

Capital cost – the current cost estimate is in excess of the original project budget this will be kept under constant review by the project	this issue and the detail design stage will have rigorous cost control and value engineering processes built in		
Lease income – the project financing requires income to fund the repayment of borrowing costs to net against the project costs – and to underwrite council borrowing	The marketing of the restaurant unit and the procurement of an operating partner for the service office will mitigate this risk	24	20
Failure to secure planning / LBC statutory consents	Pre-application engagement has been ongoing with planning / conservation / Historic England to develop the scheme	18	6
Further deterioration of complex	Mitigation possible for security / some remedial measures – but underlying structural defects remain	22	17
<b>Reports to</b>	Executive, CSMC, project board		
<b>Exec member</b>	<b>Portfolio of the Executive Member for Finance and Performance</b> Chris Steward		
<b>Director responsible</b>	Ian Floyd Director of Customers and Business Support Services		
<b>Dependencies</b>			
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a> Scrutiny – 13 June 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a> Exec – 14 July 2016 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a>		



<b>Project title</b>	Burnholme Health & Wellbeing Campus
<p><b>Description</b></p> <p>Executive agreed in July 2014 that the Burnholme School site in Heworth ward should be developed as a Health &amp; Wellbeing Campus which will achieve:</p> <ul style="list-style-type: none"> <li>• continued community and sports use on the site including a library;</li> <li>• a residential care home for older people;</li> <li>• health services delivered in a community setting; and</li> <li>• housing provision.</li> </ul>	
<p><b>Current status</b></p> <p><b>Green</b></p> <ol style="list-style-type: none"> <li>1. Executive agreed in May 2016 to proceed with the development of a Health &amp; Wellbeing Campus at Burnholme including the procurement of a nursing and residential care home, the preparation and submission of a planning application relating to the provision of community and library facilities, an access road and associated car parking and investment in enabling works to allow the Care Home to be developed.</li> <li>2. Members also agreed to sanction the sale of former school playing fields for housing development (or the development of that land by the Council itself for housing) subject to necessary Department of Education (DfE) consents being obtained.</li> <li>3. We are well advanced in the preparation of procurement documents for the care home and will be ready to tender this in the summer. We have designed the enabling works and these will be tendered in July 2016.</li> <li>4. The consideration of TUPE transfer implications relating to the care home procurement are the subject to external legal advice and internal HR advice. The advice will guide the final legal drafting for this element of the care home contract.</li> <li>5. We continue to press the Department for Education for confirmation of consents to re-develop the Burnholme site and will engage the One Public Estate team in the Cabinet Office to help move this forward.</li> </ol>	
<p><b>Future outlook</b></p> <ol style="list-style-type: none"> <li>1. The Burnholme care home procurement will begin summer 2016.</li> </ol>	

2. Burnholme enabling works will start on site autumn 2016 with procurement beginning in July.			
3. The planning permission for the new Library and community facilities will be submitted in the summer.			
<b>Key risks</b>			
<b>Risk</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Burnholme - Commercial Delivery Model - Negative affect on the coherence of the whole site vision	Consideration of initial master planning exercise prior to tendering elementary opportunity.	20	19
Burnholme - Disposal of redundant playing field not approved by Secretary of State	Partnership working with local schools to ensure that requirements for playing fields are addressed via access to existing facilities, and ideally, without recourse to transfer of additional property.	19	18
No long term commitment from NHS Provider Organisations	Early engagement with CCG as commissioning body. Bidding to PCIF for development resources.	19	18
Burnholme - Private Sector unattracted to financial viability	Soft market testing / 'socialising' the scheme with potential bidders.	19	18
Burnholme - Planning Permission not granted / onerous	Early site master planning and pre-submission engagement.	19	18
<b>Reports to</b>	Executive, CMT, Project board, DMT		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Director of Adult Social Care		
<b>Dependencies</b>	Older persons accommodation project		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive May 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8884&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8884&amp;Ver=4</a> Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a>		

<b>Project title</b>	Older Persons' Accommodation Programme
<p><b>Description</b></p> <p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> <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>	
<p><b>Current status</b></p> <p><b>Green</b></p> <ol style="list-style-type: none"> <li>6. Glen Lodge will start on site at the end of July 2016 and is expected to be completed in July 2017. This is two months later than originally planned as difficulties engaging the utility providers have delayed the start on site date. The impact upon the overall Programme is negligible.</li> <li>7. The Homes &amp; Communities Agency have agreed to changes to the conditions for the £850,500 Care and Support Specialised Housing grant which has been awarded, allowing us to re-structure the finances for this scheme, charge lower rents and remove the risk to affordability posed by potential changes to Housing Benefit entitlement and application of the Local Housing Allowance.</li> <li>8. Oakhaven procurement is moving forward and we will be ready to begin the formal procurement process this summer. However, the Housing Services team have requested that the empty care home is used as temporary accommodation in order to assist with the decanting of accommodation from the Ordnance Lane Hostel which will shortly be demolished and re-built. This use will delay the opportunity for redevelopment by approximately three months.</li> <li>9. Agreement has been reached with Joseph Rowntree Housing Trust concerning nominations to their new 129 home development at New</li> </ol>	

Lodge in New Earswick and their planning application is recommended for approval at the 14<sup>th</sup> July Planning Committee. We will also seek to block-purchase bed in the new care home, at a discount.

10. The Abbeyfields Society have re-started their examination of options to extend Regency Mews, off Tadcaster Road, and propose a 25 home extension to cater for those with dementia. Such an extension is in line with the ambitions of the Programme (para 40, July 2016 Executive Report). We will engage with Ward Members during this process and, if it is thought appropriate, will co-host a public engagement event to test reaction to the proposals.
11. We have continued to engage with potential independent sector partners in the Programme and they report:
  - a) Strong interest in taking on Haxby Hall as a going-concern with a commitment to re-develop a new care home on the site.
  - b) Interest in the development of a care home at Lowfield, although property values in this area (compared to Burnholme) mean that the offer may be more “middle ranking” rather than “high end”.

### **Future outlook**

1. We have tendered for spatial design work at Lowfield and expect to this work to begin in August 2016, subject to approval by Executive in July of the over-arching proposals. We plan to hold public engagement events in the autumn.
2. Grove House is currently being marketed for sale with bids expected in July 2016.
3. Planning consent for the use of Oakhaven as temporary accommodation will be determined in August 2016 with the new use due to begin soon after, and for one year. Meanwhile, we will begin procurement for a partner to develop the new Extra Care facility on this site.
4. We will progress a review of options for Haxby Hall including seeking a partner to take on the home as a “going concern” with an obligation to re-develop and build a new 60 bed care home. To this end:
  - a) We will receive design ideas for the re-development of Haxby Hall in the summer.
  - b) We will open negotiations to purchase land next to Haxby Hall, subject to subject to approval by Executive in July.
  - c) Over the summer we will examine procurement options for a partner to take on the operation of the home, looking particularly at

<p>what has worked well for other local authorities.</p> <p>5. We will work with colleagues to develop the business case for an extension to Marjorie Waite Court, subject to a decision on the future of Burton Stone Lane Community Centre.</p> <p>6. We will agree in September which should be the next Council-run care home to be the subject of consultation on closure. Consultation would then take place in later September and October with Executive receiving the results of the consultation (and being asked to make a decision regarding closure) at their meeting on 24<sup>th</sup> November 2016.</p> <p>7. We will keep under review the resource needs in the legal, procurement and finance services teams and agree resources on a case by case basis, as required.</p>			
<b>Key risks</b>			
Lack of funding to deliver all of the elements of the project.	Alternative sources of funding be identified and secured in order to achieve full project.	23	18
Inadequate third sector / independent care provider supply of residential care facilities suitable for people with high dementia and/or physical dependency needs	Identify and address any legal and procurement issues surrounding the Council use of appropriate grants.	20	9
Rising cost of external residential care providers	Undertaking negotiations with Independent Care Group.	23	19
Loss of morale for existing OPH staff morale leading to negative impact on service provided to current OPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through OPH Managers and staff groups; investment in staff training, support and development.	19	13
Challenge and negative publicity from existing OPH residents and relatives	Development of well planned Communications approach through briefings to Residents and relative, Cabinet, group leaders, TUs, OPH Management &	19	13

	Staff, OPH Review Wider Ref Group, media etc.		
<b>Reports to</b>	Executive, CMT, Project board, DMT		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Director of Adult Social Care		
<b>Dependencies</b>	Burnholme Health & Wellbeing Campus Capital Programme		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive July 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a> Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a> Executive July 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a>		

<b>Project title</b>	Local area teams		
<b>Description</b>			
<p>Reshape early intervention services for 0-19yrs to make best use of our collective skills and resources and look at creating a multi-agency approach to improving the experience of families from a range of services. To make efficiencies within our systems and meet council budget reductions for all areas of service affected.</p> <p>Provide place based and intelligence led prevention services which increase the resilience of families within their communities, build community capacity and reduce the need for high cost specialist service support.</p> <p>Reshape prevention and early intervention services for 0-19 yrs (inc up to 25 yrs LDD). Establish 3 Local Area Teams to deliver place based services for families. Review use of Children's Centre Services and city centre youth offer.</p>			
<b>Current status</b>			
<p><b>Green</b></p> <p>Awaiting executive decisions on city centre offer and children's centre building review. Formal Consultation begun with services on establishing local area teams.</p>			
<b>Future outlook</b>			
<p>04/07/16 formal consultation with staff.  14/07/16 executive decision on CCs and city centre offer.  30/08/16 assimilation and selection.  01/01/17 go live</p>			
<b>Key risks</b>			
<b>Risk (brief description/consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Corporate asset strategy impacts on ability of this model to achieve facilities savings in isolation.	Corporate asset strategy risk highlighted to DMT, Building Stronger Communities Board and CMT. Savings in this project assigned to assets profiled to 2018/19 allowing time for corporate asset	19	19

	strategy to be developed.		
Risk of staff skills and knowledge not meeting the required level to deliver against new roles.	Set in place workforce development plan to support induction of staff into new structure.	19	19
That changes at both statutory and early help levels negatively impact on outcomes.	Need to maintain regular dialogue through change programme. Establish a short term specific working group prior to go live to address any issues.	19	19
<b>Reports to</b>	Children's Services, Education and Skills Directorate Management Team		
<b>Exec member</b>	Cllr. Stuart Rawlings		
<b>Director responsible</b>	Jon Stonehouse		
<b>Dependencies</b>	Mental health cluster pilot - to be aligned with the review. Healthy Child Programme - to be aligned with the review		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive March 2016 Prevention and Early Intervention Services - a proposal for a new way of working <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8847&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8847&amp;Ver=4</a>		



<b>Project title</b>	Digital Services (CRM)		
<b>Description</b>			
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>			
<b>Current status</b>			
<b>Amber</b>			
<p>A go live ‘road map which focuses on the Phase 1 has been produced which is aimed at the functionality that is ready to go live there are four potential release stages:</p> <ul style="list-style-type: none"> <li>• Release 1: Soft launch of Govtech/BECS forms. These processes are will launch completely separately to My Account.</li> <li>• Release 2: My Account. A launch of basic functionality is proposed with a minimum number of processes i.e. waste, public realm and highways.</li> <li>• Release 3: Moving functionality forward for My Account. Further integration with the Govtech and BECS forms. Govtech are currently writing the specification requirements which they will deliver by the beginning of August. This will give the potential for LAGAN to be switched into view only mode.</li> <li>• Release 4: Completion of the phase 1 functionality. Completing building on the functionality in all the additional priority services they will be released in subsequent releases.</li> </ul>			
<b>Future outlook</b>			
<p>The completion of Release 1, whilst continued planning and development for releases 2 to 4.</p>			
<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Insufficient/inadequate technical resources to	Early assessment of skill set of person currently	23	23

deliver the programme	<p>proposed to replace the developer</p> <p>Engage with CPT with regards to the assistance that they may be able to provide</p>		
Phase 1 solution does not meet requirements in terms of fully automated end to end processes within project timescales	<p>Engage with all business areas - stakeholders through a business readiness assessment and build a business case</p> <p>Document technical and functional requirements within each work stream</p> <p>Regularly review and update technical and functional requirements</p> <p>Adopt an Agile development-delivery approach for Phase 2</p> <p>Communication plan</p> <p>Update to CMT on a monthly basis</p>	23	23
Inadequate resource to support the system post go live	Engage with System Support Team to ensure they have the knowledge and capacity to provide ongoing support	19	19
Solution does not conform to Data Protection and sharing requirements	<p>Carry out a Privacy Impact Assessment as part of procurement exercise</p> <p>Fair processing statement updated and reviewed in light of new system capabilities</p>	19	19
<b>Reports to</b>	Digital Services Programme Board; Corporate Scrutiny and Management Board		

<b>Exec member</b>	Cllr. Chris Steward
<b>Director responsible</b>	Ian Floyd – Director of Customers and Business Support Services
<b>Dependencies</b>	CRM Lagan MDM -Clearcore Govtech Rev"s and Ben"s.
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	

<b>Project title</b>	Mosiac ICT system (Children's)
<b>Description</b>	<p>Children's social care are moving from their existing case management systems to Mosaic, a 2<sup>nd</sup> generation IT system. The initial part of the project replacing the main core system occurs throughout 2015 and early 2016, which then leads on to bringing further processes and corporate integration in 2016 and 2017.</p>
<b>Current status</b>	<p><b>Complete</b></p> <p>The initial roll-out of the system for phase 1 is complete and most minor workflow issues have now been resolved. Some over reliance from the business on the project team and ICT support desk to resolve minor issues but work is being undertaken to move more of these responsibilities to business support.</p> <p>Some further work has been completed to consolidate children data in to a single location and therefore Troubled Families records and Early Help case management have been migrated in to the system. There is still a significant gap between reporting that is available and reporting needed for medium term business activity and a small amount of extra resource has been found by Children's to support this.</p> <p>The project manager has been retained until the end of 2016/17 and a Phase 2 and 3 programme of bringing more of children's services practices and data on to the platform. This will not be finalised until the Mosaic board meeting at the end of July. There is unlikely to be any significant spend in terms of IT (&lt;10k) but the future phases will require significant assistance form both the Business Intelligence Hub and IT which has yet to be costed/sourced.</p> <p>The agreement of Phase 2 and 3 of the project prioritising which further elements of the service, as well as technical capabilities for staff and customer working in portals and Mobile working.</p>
<b>Reports to</b>	Childrens Mosaic Project Board; CSES DMT
<b>Exec member</b>	Cllr C. Runciman
<b>Director responsible</b>	Jon Stonehouse

<b>Dependencies</b>	Local Area Teams CRM Integration Mobile Working
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	

<b>Project title</b>	Public Health 0-19 year olds – The Healthy Child programme
<b>Description</b>	<p>The national Healthy Child Programme (HCP) sets out the recommended framework of services for children and young people aged 0-19 years to promote optimal health and well-being, prevent ill-health and provide early intervention when required. The programme delivers universal services to all children and families including routine screening and developmental checks. Through the programme, families in need of additional support and children who are at risk of poor outcomes can be identified and the appropriate support provided.</p> <p>There are two elements to the programme. The 0-5 years Health Visiting Service and the 5-19 School Nurse service. The council became responsible for commissioning both services from October 2015. Staff currently providing this service transferred into the Council on 1<sup>st</sup> April.</p>
<b>Current status</b>	<p><b>Complete</b></p> <p>School Nurses and Health Visitors successfully transferred to the council on 1<sup>st</sup> April 2016, completing the initial project. Following this, several work streams are underway to review the services and ensure the required infrastructure is in place to facilitate new ways of working. If these become projects in their own right, they will be reported through existing arrangements.</p>
<b>Reports to</b>	Executive, Health and Wellbeing Board, DMT, Project Boards
<b>Exec member</b>	Joint lead members Cllr Carol Runciman and Cllr. Jenny Brooks
<b>Director responsible</b>	Sharon Stoltz
<b>Dependencies</b>	ICT Future Operating Model
<b>Link to paper if it has been to another member</b>	Regular update reports have been submitted to the Health and Wellbeing Board, YorOK Board and Health and Adult Social Care Policy and Scrutiny Committee Executive August 2015 Healthy Child Service paper

<b>meeting (e.g. executive, council, a scrutiny committee)</b>	<a href="http://modgov.york.gov.uk/documents/s99159/Approved%20Healthy%20Child%20Service%20-%20report%20to%20Executive%2027%20August%202015.pdf">http://modgov.york.gov.uk/documents/s99159/Approved%20Healthy%20Child%20Service%20-%20report%20to%20Executive%2027%20August%202015.pdf</a>
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