

## Annex B – Update of “Large” Projects

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

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

- The Summary of “Large” projects will evolve over time as projects progress, are completed and new projects are initiated and is provided to inform the committee in performing its role of **risk and assurance of the project management approach**.
- Projects are in the process of being assessed (using the Project assessment matrix (presented to the A&G committee in May 2016). Any project that achieves a score of 106 or more out of 160 qualifies as a “Large” project and is included in this list as a “Large” project.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- Further information on projects can be provided to the committee on request or the committee can request that a relevant scrutiny committee to do a more detailed review.
- The status (RAG – Red, Amber or Green) is provided to give an overview of any significant risks and provide assurance as to how individual projects are being managed. An explanation as to what the status means is included in the July 2016 Projects update to Audit and Governance.
- See the matrix below when reviewing the risk scores.

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

<b>Large projects summary</b>	<b>Previous period (RAG)</b>	<b>This period (RAG)</b>	<b>Direction of travel</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>Amber</b>	<b>Same</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>	
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>	
York Central	<b>Amber</b>	<b>Amber</b>	<b>Same</b>

## Detailed updates

<b>Project title</b>	Allerton Waste Recovery Park (AWRP)
<b>Reporting period</b>	June 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 project is well into the delivery phase and the construction is on schedule. The facility is on track to be ready for the commissioning period starting in early July.</p> <p>CYC are now fully engaged with the Project team (with a CYC lead), attending the monthly Project meeting with North Yorkshire county council (NYCC) and Amey Cespa. A regular joint strategic meeting is in place between CYC and NYCC and well as a working group. Work is in train to review and refresh the Joint Waste Management Agreement (JWMA) between CYC and NYCC.</p>	
<b>Future outlook</b>	
<p>The hot commissioning will start in the next period. The purpose of this is to test the facility with near operational levels of Waste in order to be able to sign off the construction and move into full operation in February 2018.</p> <p>Work will continue on the review of the JWMA and close working with NYCC.</p>	

Work will also be undertaken to test the payment mechanisms and performance systems between CYC and NYCC.			
<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials	Monthly project team meetings and monthly meetings with NYCC in order to determine volumes, etc.  Ensure principles of joint working are robust through the JWMA.	19	14
Residents don't see the benefits of the Waste strategy	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.	15	14
<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 – Director of City and Environment Services		
<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>	June 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>Exchange of contracts is in process to transfer of the freehold of Stonebow House to Oakgate Group to allow the redevelopment of the vacant, run down building. Work is anticipated to start on site in Spring 2017 and complete in Spring 2018.</p> <p>Spark:York have submitted a planning application to provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. It is due to go to committee in May and if approved they aim to open in summer 2017, operating under a three year tenancy from the council. This would help drive the regeneration of the area whilst a long term decision on the future of the council's land asset in the area is taken.</p> <p>English Heritage have been granted planning permission to construct a new visitor centre as part of wider restoration works to Clifford's Tower to improve visitor numbers and satisfaction. A judicial review of the planning permission will be heard at the High Court on 3rd May. Subject to the outcome of this process, the Executive have approved the transfer to English Heritage the small area of council owned land needed for the scheme to progress.</p> <p>A major update report on the Castle Gateway was taken to January's</p>	

Executive. The report approved the vision for the regeneration of the area and an action plan for delivering that vision. It also set out the Area of Opportunity policy, which enshrines the vision in planning policy, for inclusion in the emerging Local Plan. The aim is to take a masterplan for the public realm, infrastructure, and council land assets back to the Executive by the end of 2017.

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

The inception meeting of the Castle Gateway Advisory Group was held on 14th March. This group of principal custodians and landowners will guide the masterplan process. Terms of reference have been agreed and will be ratified at the next meeting on 2nd May.

The project governance structure has been confirmed and will be run through a working group, chaired by Neil Ferris, which will report in to the Executive. The group includes council's legal, property, finance, and planning representation. The inception meeting was held on 23rd March.

The procurement of masterplanning consultants is out to tender through the HCA framework. A bidder's day was held on 6th April with tender returns due back mid May. Interview will follow with an appointment in mid-June.

The public engagement process has been agreed. This will be facilitated through the My Castle Gateway project, an open conversation process facilitated by the council, Helen Graham from the University of Leeds, and Phil Bixby. The model builds on the experience of previous public engagement.

### **Future outlook**

Assess tender returns from masterplan consultants and interview and appoint.

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

Initiate the My Castle Gateway engagement process. This will begin public

conversations on the vision for the area to feed in to the masterplanning process.

Agree with Deloitte, our commercial advisors, final development appraisals and land values of council land assets.

Negotiations with Steamrock Capital to extend and regear the head lease on the Coppergate Centre, and explore potential development partnership options, are ongoing.

**Key risks**

<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<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 council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor</p>	<p>Discussions with landowners and developers to facilitate development, and understand the implications of the EU referendum on investor confidence. Establishing a planning framework to ensure coherent and high quality proposals when they</p>	23	19

<p>quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets</p>	<p>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 assets in the short term to keep them operational when they will potentially close in the near future. This would represent</p>	<p>To develop and bring forward a clear vision for the Castle Gateway, including identified options for the council's land assets, as soon as possible. Developing this vision requires a clear strategic view on the level of investment and risk the council want to assume.</p> <p>Work is ongoing with Directors and Members to establish the level of risk and investment the council want to assume, which will establish the nature of the council's involvement in Castle Gateway and the future use of land assets. The first stage in assessing these options will be the</p>	<p>20</p>	<p>19</p>



<p>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>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 the project ultimately fails</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
<p><b>Reports to</b></p>	<p>Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.</p>		
<p><b>Exec member</b></p>	<p>Cllr Chris Steward and Cllr Ian Gillies</p>		

<b>Director responsible</b>	Neil Ferris, 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  <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  <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  Land assets on Piccadilly  <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  Update  <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>

<b>Project title</b>	Community Stadium
<b>Reporting period</b>	June 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><b>AMBER</b></p> <p>An update report to executive was presented on 16th March 2017 detailing the plan for Yearsley pool and also the timetable for the project given the delay from the Judicial review and the subsequent retender for the construction contract. The JR challenge has caused approximately 1 year in delay to the project.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> <li>•Judicial review case was won in the High Court 18 January 2017, Vue cinema challenge was rejected.</li> <li>•Construction retender launched 3 March 2017, 12 week tender for construction partner and final build price.</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>•Extension of the Bootham Crescent licence until end of 2018.</li> <li>•Completion of all York City Knights agreements with new owner allowing the Knights to continue at Bootham Crescent through the 2017 and 2018 seasons until the new stadium is complete.</li> </ul> <p>Finalisation and signing of all DBOM contracts in the project cannot take</p>	

place until after the construction retender is complete and a final price agreed. A new timetable is included in the report to Executive which highlights the facilities will now be complete towards the end of 2018.

### Future outlook

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

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

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

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

The next steps involve:

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

### Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
NHS fail to sign agreement for lease in time for DBOM. GLL will require CYC to underwrite all costs for the NHS areas which total c£240k at present per year.	Discussions ongoing at high level between CYC Chief Exec and Chief Exec of the York NHS Trust. Confirmation of design and	19	19

	delivery and NHS approval of legal agreement.		
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.	Legal advice and input from Bond Dickenson as well as Legal officers. Ongoing work to finalise all contracts within the agreed timeline	19	19
Commercial return on land receipt  Not realising estimated commercial return on commercial proposals in the final bid Not sufficient revenue to finance the build of the leisure building and facilities. Additional capital required by CYC, value engineering required, decrease spec or size of the build	Savilles report supports figures as proposed Potential to increase the amount of retail in the final scheme Reduce the outputs of the project  Awaiting outcome of the call in and the judicial review periods before contract can be closed.	19	18
<b><u>ISSUE:</u></b>  JR delay has caused the construction company to withdraw causing a retender of the construction package. This with the JR has caused a year delay to the project.	Construction package is being retendered with a completion in June 2017. Contract award expected July 2017 with a start on site for August/ September 2017.		
<b>Reports to</b>	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
<b>Exec member</b>	Cllr. Nigel Ayre		
<b>Director</b>	Ian Floyd – Director of Customers and Corporate		

<b>responsible</b>	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>	<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  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p>

<b>Project title</b>	Digital Services (CRM)
<b>Reporting period</b>	June 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. In regards to the Softcat dispute as reported at last board, all parties agreed on an independent review of the system build but we are still awaiting this due to discussions being prolonged. At this time we are considering the Oracle Platinum Partner BoxFusion.</p> <p>Until this review has taken place the change freeze has remained in place on all current environments however we have a second live site which the project configurers are working in. This environment is on the latest version of Service Cloud which means transitioning to the online browser version is achievable. By Friday 9th June we will be in a position to begin testing a newly developed online form which feeds through the new live environment. We are commissioning a new test environment where we will be running sprint tests and full UAT with CSRs and BO along with the project conducting full functional testing.</p> <p>In regards to Revenues and Benefits processes we have continued to make new processes available to residents. Change of Circs was made available to residents 7th March. WebCapture Plus New Claim 'move in' enhancement and 'move in' change of address were made available to residents on Tuesday 16th May. Digital DHP waiver solution has been approved and we are now in the contractual phase. Details of Universal Credit full service, which comes into place on the 12th July, have been passed to Team Netsol to ammend our existing new claim form.</p> <p>The business case for Registrars was approved by the ICT Board. The requirements document has been produced and is now being led by an ICT Technical Project Manager.</p>	

<b>Future outlook</b>			
<p>Development of 9 processes in the 'new' live  Assign partner to conduct review  Develop revised phase plan  Analysis of MyAccount offering</p>			
<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<b>Issue</b> Contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.	Appoint independent reviewer and complete review.		
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	<b>Controls</b> - Engage with all business areas - stakeholders through a business readiness assessment <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> Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up Ongoing face to face dialogue with services <b>Actions</b> CPT to complete knowledge transfer including training material Processes (outside of Release 2) passed to	17	12



	configurers whilst CPT are still on-site 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> Ongoing face to face dialogue with services <b>Actions:</b> 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 <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. Chris Steward		
<b>Director responsible</b>	Ian Floyd – Director of Customers and Corporate 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>	Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016 City of York Digital Inclusion  <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>		

<b>Project title</b>	Guildhall
<b>Reporting period</b>	May 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>	
<p><b>GREEN</b></p> <p>The project remains on track with all approvals now in place for delivery</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> <li>• SQ live on 7 Apr 17 seeking contractors to deliver scheme</li> <li>• Bidder day 26 Apr 17 - giving contractors the opportunity to visit / view the site</li> <li>• SQ closes 9 May 17</li> <li>• Design Team are preparing RIBA stage 4 detail design documentation to meet agreed procurement timetable - final ITT documentation on target for completion 17 May 17</li> <li>• Marketing of Restaurant unit by Cushman Wakefield in progress to secure best offers.</li> <li>• Arrangements for operation / management of the business club / serviced office offer by CYC now in development with FM working group engaged with Design team</li> <li>• Cross Party member working group to be established to agree Management Plan for Common Hall Yard and Civic / Council uses</li> </ul>	

- Proposals for Construction project management using CYC framework to be confirmed by 31 May 17
- Party Wall Surveyor to secure agreements with neighbours to be in place by 31 May 17

### Future outlook

- SQ deadline (for the selection of a main contractor) 9 May 17
- Assessment of submission and selection of ITT shortlist 10 May - 22 May 17
- Design Team completion of ITT package by 17 May 17
- confirmation of ITT shortlist 23 May 17
- Formal issue of ITT information to agreed contractor shortlist 24 May
- Preparation and issue of RFQ for Party Wall surveyor services by 5 May
- Preparation and issue of Construction project manager requirements spec to AECOM through CYC framework by 5 May
- Establish cross party member working group to consider Guildhall management plan
- Establish FM working group to develop CYC operational proposals
- Agree final arrangements for securing bets and final offers on restaurant unit

### Key risks

From project risk register

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

repaying borrowing and income from lease/rental exceeds agreed limit.  Project is unviable or requires additional council revenue to underwrite borrowing costs.	process  LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC		
Failure to secure pre-let on restaurant unit at appropriate value  <ul style="list-style-type: none"> <li>• No offers at expected value</li> <li>• Failure to agree heads of terms</li> </ul> Project is unviable/too risky	Soft market testing  Robust marketing - selection and assessment process, may require re-marketing	23	18
<b>Reports to</b>	Executive, CSMC, project board		
<b>Exec member</b>	Portfolio of the Executive Member for Finance and Performance  Councillor Sam Lisle		
<b>Director responsible</b>	Ian Floyd 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  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Scrutiny – 13 June 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a></p> <p>Exec – 14 July 2016  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Planning application links</p> <p>16/01971/FULM   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting</p>		

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

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

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

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

Executive March 2017

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

<b>Project title</b>	Housing Development (HCA partnership)
<b>Reporting period</b>	June 2017
<b>Description</b>	
Programme of council-led housing delivery in partnership with the HCA	
<b>Current status</b>	
<b>AMBER</b>	
The Housing Delivery Programme Manager, Michael Jones, has now started in the role.	
<p><u>Lowfield Green</u></p> <p>1. BDP designers continue their work to prepare and submit a hybrid planning application for the site including a detailed application relating to the housing, roads and public open space plus an outline application relating to the care home, health centre and community self-build. Good progress is being made.</p>	
<p><u>Burnholme</u></p> <p>2. The development of the Burnholme school site is progressing well.</p>	
<p><u>The Askham Bar site</u></p> <p>3. In August 2015, external advice was obtained on development options and values including a market assessment of property types. This is being reviewed.</p>	
<p><u>The Former Clifton Without School site</u></p> <p>4. Agreement is expected to be reached soon with the neighbouring school regarding continued use of part of this site.</p>	
<p><u>The Manor school site</u></p> <p>5. Negotiations continue regarding the wider development potential utilising the British Sugar land.</p>	
<p>6. Tenders are being sought for the demolition of the school buildings.</p>	

## **Future outlook**

Develop business case.

### Lowfield Green

7. A pre-planning public engagement event is planned for early July 2017 and the planning application is expected to be submitted in August 2017.
8. The proposed housing and infrastructure intended for the site will be priced by our cost-consultants and form a component of the Housing Delivery business case.

### Burnholme

9. The access road to the edge of the housing site should be complete by Q4 2017 and the housing land accessible and ready for development in Q3 2018.
10. During the summer and autumn of this year we will develop the detailed designs for the housing on this site with the intention of submitting a planning application by December 2017.

### The Askham Bar site

11. Over the summer it is proposed to update existing advice to enable its use as a guide for designing the development of housing on the site. This design will be priced and will form a component of the Housing Delivery business case.

### The Former Clifton Without School site

12. We will shortly progress the seeking of Department for Education consent to relinquish from education use the remainder of the site.
13. The Housing Delivery Programme Manager will lead a development appraisal for the site and this will inform the Housing Delivery business case.

### The Manor school site

14. The child care nursery that are currently on site move in the summer.
15. Tenders are being sought for the demolition of the school buildings.
16. We will shortly progress the seeking of Department for Education consent to relinquish from education use the remainder of the site.
17. The Housing Delivery Programme Manager will lead a development appraisal for the site and this will inform the Housing Delivery business case.

<b>Key risks</b>			
<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
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		
<b>Director responsible</b>	Neil Ferris – Director of Economy and Place		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g.</b>	March Executive meeting - approval of project inception <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>		



<b>executive, council, a scrutiny committee)</b>	
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<b>Project title</b>	Local plan
<b>Reporting period</b>	June 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>The Local Plan was reported to the Local Plan Working Group and Executive in June 2016. The purpose of the reports was to ask Members to approve the publication of a document entitled 'Local Plan – Preferred Sites 2016' for consultation. It draws on the previous stages of consultation and technical work undertaken to support the plan. Its purpose is to allow the public and other interested parties to comment on additional work relating to housing and employment land need and supply.</p>	

In addition to the 'Local Plan – Preferred Sites 2016' several technical documents were also made available during the consultation which comprised:

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

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

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

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

### **Future outlook**

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

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

of future legal advice.

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

**Key risks**

<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 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	Work to approve LDS continuing to develop a strong evidence base.	19	18

Bonus in the case of an authority that has not submitted its Local Plan by early 2017.			
<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 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 Update on Local plan</p> <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>		

<b>Project title</b>	Older Persons' Accommodation Programme
<b>Reporting period</b>	May 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>	
<p>This report now includes the Burnholme Project</p> <p>Glen Lodge Extra Care scheme</p> <ol style="list-style-type: none"> <li>1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is progressing well. The roof is going on to the 25 apartment block and the internal fit-out is now at second floor level.</li> <li>2. Colleagues are working together to ensure that the new homes are let to those with appropriate care needs. Assessment and nominations protocols have been reviewed and updated and the priority is now to identify potential tenants. Achieving the co-ordination of care assessment and housing need assessment is proving to be a challenge.</li> </ol>	

## Burnholme Health & Wellbeing Campus

1. Construction of The Centre @ Burnholme is about to commence. Swell Construction have been appointed to build The Centre and they expect to set up their site facilities in June. Their first priority will be the construction of the access road and this will be completed by October 2017. The Centre will be ready for occupation in May 2018.
2. Ashley House are progressing plans for the Care Home @ Burnholme. They have received favourable comments from planning colleagues and intend to seek public feedback during June. A planning application will be submitted in July.
3. We continue to discuss the detail of the care contract with HC-One and expect resolution of these discussions shortly.
4. Priory Medical Group have appointed designers for their c4,000 m<sup>2</sup> facility. They propose a building which “sits” well between The Centre and The Sports facilities.

## 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. We continue to press them to begin design work for this development.

## Marjorie Waite Court Extra Care scheme

1. Designers have draw up plans for the Marjorie Waite Court extension including 29 new apartments, four new bungalows, a 180m<sup>2</sup> community facility and enhancements to the facilities of the wider complex.
2. External cost planners estimate that the cost of construction is £5.9m and our finance colleagues confirm that this investment, following value engineering, is affordable.
3. Because of the additional costs and technical issues related to the re-location of the Marjorie Waite boilers, the capital investment needed from the Programme budget increases from £600k to £1m.

## Lowfield re-development

1. BDP designers continue their work to prepare and submit a hybrid planning application for the site including a detailed application relating to the housing, roads and public open space plus an outline application relating to the care home, health centre and community self-build. Good progress is being made.

2. Yospace, the community self-build partner, continue with the development of their plans, assisted by grant funding to help them prepare the business case in support of their investment at Lowfield. They have engaged Acomb residents and continue to involve them in the development of their plans.

3. Yospace have offered to take on the management of any allotments or growing spaces provided on the site.

4. We have met with central government officials from the Self Build Task Force (giving life to the Right to Build) and they will be asked to provide us with specialist support to help us develop our planning framework for self build and custom build housing, helping to fulfil our obligations under the Self-build and Custom Housebuilding Act 2015.

5. We are progressing plans for new football provision at the Ashfield estate and have met with the Football Federation, who support the proposals. However, we will also pursue the enhancement of the football pitches at Chesney Fields in order to ensure that replacement provision is in place to allow the re-development of sports pitches at Lowfield.

## Existing Older Persons' Homes

1. Octopus Healthcare continue with their plans for a 62 bed care home at Fordlands. Planning colleagues have given positive support for the plans as part of a pre-planning application. They will hold a public engagement event in mid June and prior to that we will brief Fulford Parish Council on the plans.

2. The prospective purchasers of the Grove House site propose to refurbish and extend the current building to deliver 33 apartments. They will seek planning consent shortly.

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



for the site.

4. Willow House Older Persons' Home on Long Close Lane, Walmgate, has now closed and residents have moved safely. The site will shortly be advertised for sale at an asking price of £2m.

5. We had planned to re-locate change and rest facilities previously provided at Willow House for people with a learning disability but during the period of closure we have been able to work with users to find more suitable solutions to their needs. Therefore, any decision to re-provide will be put on hold and only revived should user needs change.

6. We have suspended consultation on the option to close another care home during the General Election campaign and will resume in mid June.

#### New Independent Sector Care Home provision

1. The Chocolate Works care home will open in May, providing 90 care beds.

2. Plans have submitted to build a 79 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs. We have written in support of the proposal.

3. Frontera Estates are exploring the opportunity of building a care home on the site of Beverly House, a building on Shipton Road which is being sold by Joseph Rowntree Housing Trust. Planners have identified complications with their proposal.

#### New Independent Sector Extra Care provision

1. Work will begin in August 2017 on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expect the first phase of accommodation to be ready by May 2019 and work will continue until late 2020.

2. The Abbeyfield Society confirm that they have been awarded Homes & Communities Agency grant to support the provision of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. A pre-planning consultation event was held on 25th April with positive support coming from some, including those who had experience of the services currently provided, while residents living on the approach road to the site expressed opposition to the proposal. A planning application for the extension will be

submitted in early June 2017.

## Resources

1. The Board have reviewed the revenue and capital performance of the Programme and confirm that the savings expected to be achieved are higher than expected, at £1.3m per annum, and that higher capital receipts are also being generated.
2. The sale of unclaimed jewellery held in the closed care homes has raised £2,835. This money will be shared between the city wide welfare fund and the amenity (social) fund of each remaining care home.
3. We have interviewed for a Summer Intern to join the team; 20 applications were received and six candidates interviewed. Out of a strong cohort of candidates, Chris Haley has been offered and has accepted the post.

## Future outlook

1. The interior fit-out at Glen Lodge will progress.
2. Interior designers will be appointed to advise on furniture and decoration of the communal parts of the extension at Glen Lodge.
3. Focus will be given to identifying residents with appropriate care needs who may wish to move to Glen Lodge.
4. Site facilities for the construction of The Centre @ Burnholme will be installed and construction work will begin.
5. The architects who are designing the three buildings at Burnholme will get together to ensure that individual designs complement each other and to develop a coherent design approach for the public realm.
6. Proposals will be brought forward for the playing fields and outdoor sports facilities at Burnholme, working to integrate with the Derwenthorpe development to the south of the site.
7. A bid will be made to the government's Self Build Task Force for specialist help and assistance to help us formulate and plan and other policies for this activity.
8. Design of the new Extra Care facility at Oakhaven will progress.

9. We will begin the process to seek Executive agreement to invest in the Marjorie Waite Court extension.
10. We will resume consultation on the option to close a further care home.
11. A number of public engagement events will be held:
- a. relating to The Care Home @ Burnholme in June;
  - b. for the Health Centre @ Burnholme in July;
  - c. at Fordlands in mid June and concerning the plans to build a new care home on the site; and
  - d. concerning the Lowfield Green development in late June.
12. Chris Haley, Summer Intern, will join the team in June

### **Key risks**

A key risk relating to the granting Department for Education consent to dispose of land and/or buildings at the Burnholme school site is diminishing. Consent has been granted for the disposal of the building. We now press for the playing fields consent. The Burnholme Health and Wellbeing Campus proposals is carefully structured and brought forward in such a way as to minimise the impact upon the Programme should the consent not be granted to sell the playing field land.

A key element of risk management of this project is contingency planning. As we move forward with the Programme we seek to identify key steps and to plan for alternative options at these steps so that, in the event of blockage or problem we can proceed to goal via an agreed alternative route. At present these option points include:

1. The award or not of HCA grant for the Glen Lodge extension. Should grant not be forthcoming CYC will use RTB receipts or Section 106 "commuted" sums in its place.

Grant has now been awarded including arrangements to allow recent potential changes to Housing Benefit regulations (the LHA issue) to be mitigated.

2. When we have tested the market for interest investment in the residential care home at Burnholme (2016), should there be no willingness to invest CYC will either invest itself or pursue the option to invest on the Haxby Hall site and buy more care beds from the independent sector. We are currently testing this via the Care Home procurement.

Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.	19	13
Project does not deliver the right number and type of care places required by the City.  Needs remain unmet.	Regular market review  Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type	19	6
Increase in interest rates would impact negatively on borrowing.	Ensure impact is capped or controlled through the contracts.	19	14
There is insufficient funding to deliver all of the elements of the project.  The Programme does not progress.	Sale of vacant OPH sites and land at Burnholme.  Alternative sources of funding be identified and secured in order to achieve full project	19	13
<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>	<p>Executive July 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Executive October 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive July 2016  <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p>		

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

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

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

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

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

<b>Project title</b>	Outer Ring Road (A1237)
<b>Reporting period</b>	June 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>	
<p><b>AMBER</b></p> <p>Activity in May 2017:</p> <ol style="list-style-type: none"> <li>1. Drafting report to CYC Executive setting out the proposed management of the project and scheme of delegation.</li> <li>2. Recruiting two new posts for Senior Transport Project Managers to manage this and other transport projects.</li> <li>3. Assessing fee proposal from Engineering Designers for all seven junction upgrades.</li> <li>4. Chasing progress on the York Traffic Model updates to enable this to be fed into the business case</li> <li>5. Setting up Project Board and Working Groups for YORR. These will be named YORR Project Delivery Group and Technical Working Group.</li> </ol>	
<b>Future outlook</b>	
<p>Planned activities for June 2017:</p> <ol style="list-style-type: none"> <li>1. Complete assessment of Engineering Designer's fee and formally instruct to commence design work.</li> <li>2. Hold discussions with CYC Procurement to ensure compliance with regulations for appointing the Designers and develop strategy for construction phase procurement.</li> </ol>	

<p>3. Report from Property Surveyors due on work to acquire land.</p> <p>4. Continue setting up major project systems and procedures in association with West Yorkshire Plus Transport Fund.</p> <p>5. Prepare for submission of first quarterly claim for fees from WYCA.</p>			
<b>Key risks</b>			
<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 withdrawn by the Centre if targets for delivery are not met by the WYCA as a whole.	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 year 2021-22.	18	13
Risks associated with Planning Approval. Two junction upgrades will require Planning Approval because they present a	The risk is estimated to be low at this stage as the overall timescale for the project is adequate and provides sufficient	14	13

<p>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.</p>	<p>allowance for preparation to avoid this..</p>		
<b>Reports to</b>	Transport board		
<b>Exec member</b>	Cllr. Ian Gillies		
<b>Director responsible</b>	Neil Ferris, Director of Economy and Place		
<b>Dependencies</b>	LTP3, Local plan		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Executive West Yorkshire Transport Fund – 24 November 2016</p> <p><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></p>		



<b>Project title</b>	York Central
<b>Reporting period</b>	June 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 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></p> <p>There has been significant progress on Masterplanning which will continue over the spring period and into early summer. Partnership arrangements between the land owners and infrastructure funding are progressing to ensure a credible delivery route for York Central. It is anticipated that member decisions will be sought in July 2017 to secure CYCs commitment to development of formal partnership arrangements.</p> <p>Land acquisition is nearing completion. 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 has been signed and this will allow WYCA funds to be drawn down. The first phasing of this will be used to progress the masterplan and design and consultation work. This will feature in the July Executive paper.</p> <p>The first meeting of the LEP Enterprise Zone (EZ) board has taken place. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is to support the successful delivery of the commercial element of York Central.</p> <p>The recent decision by Executive to enter into an MoU with HCA for a strategic partnership for accelerated housing delivery is expected to be concluded after purdah and this will compliment YC's Housing Zone status.</p>	
<b>Future outlook</b>	

<p>MoU with HCA for accelerated Housing delivery. Partnership arrangements and funding principles to be agreed by Members Masterplan work to conclude Public consultation on draft masterplan</p>			
<b>Key risks</b>			
<b>Risk (brief description/consequence )</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Partnership with NR, HCA and NRM breaks down leading to failure to unlock site	Establish a senior level Board and formalise via a Memorandum of Understanding with development of the site delivered under the terms of a proposed partnership agreement.	23	23
Inability to attract finance/ investment in sufficient quantity at acceptable levels of risk and return	Consideration of all potential funding routes and securing of appropriate partnership terms.  Early market testing, as well as market viability work, to confirm level of interest.	23	19
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	19
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
<b>Exec member</b>	Cllr David Carr and Cllr Keith Aspden		
<b>Director responsible</b>	Neil Ferris – 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</b>	Executive December 2015 <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><b>member meeting (e.g. executive, council, a scrutiny committee)</b></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>
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