

Annex B – Update of “Large” Projects

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

Please note before reviewing the “Large” project information:

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

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

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

Detailed updates

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

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

Current status

GREEN

Activities completed and progressed in the period are:

- a. Continued design engagement.

- b. External / interdependent stakeholder engagement commenced.
- c. Continued Customer engagement
- d. Continued development of Financial baseline.
- e. Engagement with Health Partners
- f. Refine the long list of opportunities into a short list to take forward into operating model design.

Progress Update

Design engagement.

1. Through staff and stakeholder meetings and CYC documentation, the programme has agreed, outlined and documented the current process flow within assessment and care management areas of work identifying key challenges and opportunities.
2. Prepared for and ran our first Design workshop – approx. 50 attendees with positive feedback from delegates about the event itself and progress being made by the Future Focus programme. Follow up activities included evaluating feedback and writing/sharing the output with the delegates and wider team.
3. Planned for and ran the first contact and front door design session – attended by 15 professionals across all ASC teams. Drafted output to be shared
4. Arranged working session on asset-based approaches in assessment, support planning and reviews - Wednesday 16th August, invited individuals from across all ASC teams
5. Follow up drop in sessions ran with Review Managers, Carer Support Workers, Safeguarding team, Local Area Coordinators, Community Facilitators and lead managers in this area.
6. Designed and distributed time allocation survey to all ASC frontline staff (deadline 16th August)
7. Prioritised long-list of opportunities and have mapped these against impact and feasibility and categorised into programmes of work. These are the starting point for the external and interdependent engagement of the wider system.

External / interdependent stakeholder engagement.

8. The programme has now mapped interdependent ASC programmes of work and those within the wider system. Set up relevant stakeholder interviews to develop this further.

9. A Health workshop is planned for the 16th August and will be attended by hospital colleagues.

Customer engagement commenced

10. Following agreement from the board, customer engagement leaflets have been sent out to targeted groups of service user and people on the verge of care. These have been accessibility tested and supported by Healthwatch. The programme has developed pamphlets, large print and easy read describing the vision for Future Focus and seeking examples of the conversation, work and services which have been successful in promoting good outcomes and reduced the need for care.
11. The programme continues to use the various CVS forums to promote the programme objectives, and to seek feedback on its approach and ideas for the design.

Case For Change completed

12. The Case for Change has been refined and signed off following comments from senior managers and stakeholders. A copy of this is attached to the DMT Board report.

Development of Financial baseline.

13. The programme has continued to develop the financial business case tool. The assumptions and approach therein have been discussed with finance and subject matter experts. Tier approach to care packages has been discussed with service managers. 17/18 unit prices figures have been established.
14. The developing financial framework will be used to support programme analysis; map activity and spend data and build financial baseline using CYC agreed growth and inflation rates. Subject matter experts from finance have been brought in to challenge and test this working before the final sign off of financial baseline.

Future outlook

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

- a. Continued Customer engagement:

- b. Quantify the investments and impacts for cost benefit model.
- c. Savings plan and benefits realisation plan.
- d. Detailed implementation planning for Phase 2.
- e. Agree “Go/ No Go” Criteria for phase 2.

Continued Stakeholder engagement:

1. Blueprinting meetings are now happening at a level of detail with the teams to further establish opportunities and their impacts.
2. Workshops will be targeted at staff as widely as possible, but also will need to include wider groups within and without of the council. This will mean including primary care, the acute hospital trust, CV, Mental Health services and care groups.
3. The customer engagement will bear fruit this month and we will establish the possibilities of having ongoing dialogue with customer groups to shape the design of tools and working practices within the new model.

Refine the long list of opportunities into a short list to take forward into operating model design.

4. Blueprinting meeting will continue with staff teams, and the 24th August will see a second design workshop aimed at reducing the long list of opportunities to a shortlist tested against the design principles for efficacy and impact.
5. The importance of engaging with those effected by local design, and ensuring we are aware of wider system changes is informed by this process.

Development of the Outcomes Framework.

6. This period will see the development of an outcomes framework for the work of the new model. This will help track and deliver the intended benefits of the transformation and align these outcomes to wider system goals and commitments.

Quantify the investments and impacts for cost benefit model.

7. This period will see the initial draft of the cost benefits model. This product will establish the likely impact of the opportunities within the new model and the likely investment in staff and transformation required to achieve this. This work will underpin the “Go / No Go decision making required prior to phase 2 and as part of the gateway process for the

council projects.

Detailed implementation planning for Phase 2.

8. Opportunities, impacts and goals will allow the programme to establish the phase 2 plan which will align change to be most effective and sequential in terms of supporting staff, residents and the organisation as per the programmes overarching design principles.

Agree “Go/ No Go” Criteria for phase 2.

9. “Go / No Go” decision making is required prior to phase 2 before further investment is made in support of the programme. This constitutes a significant decision making gateway for the council projects. A set of criteria will be established for agreement with the board.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
<p>Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated.</p> <p>Savings not realised despite change.</p>	<p>Objective external appraisal of Benefits / Savings.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.</p>	14	8
<p>The changes do not realise the required levels of financial benefits</p> <p>Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk</p>	<p>An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before</p>	19	14

	Proceeding into Phase 2.		
Reports to	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	September 2017
Description	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled</p> <p>Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
Current status	
GREEN	
<p>The project is well into the delivery phase. The commissioning of the facility started in July and is ongoing (commissioning is due for completion early 2018) and is on schedule. The first waste was delivered to the facility on the 31st July.</p> <p>Alongside the commissioning period has been the opening of the new Transfer station at Harewood Whin. CYC residual waste will be transferred from here to Allerton park. This is operational during the commissioning period though there will still be occasions when the landfill will be used.</p> <p>The work on the further partnership strengthening with North Yorkshire County Council is ongoing and a report is will be presented to members later in the autumn.</p>	
Future outlook	
<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</p>	

<p>NYCC. Work will also be undertaken to test the payment mechanisms and performance systems between CYC and NYCC.</p>			
<p>Key risks</p>			
Risk (brief description/consequence)	Control/action	Gross	Net
<p>Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials</p>	<p>The arrangements are built into the contract, however, there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearly completion and will be ready for agreement in the autumn.</p>	<p>19</p>	<p>14</p>
<p>Residents don't see the benefits of the Waste strategy</p>	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	<p>15</p>	<p>14</p>
<p>Transfer stations - Failure to develop the waste transfer station infrastructure required for effective service delivery results in reduced efficiency, impact on collections and increased costs, reputational issues with collection authorities and residents.</p>	<p>Work with collection authorities to develop a strategy and delivery plan.</p> <p>Implementation now nearly complete.</p>	<p>23</p>	<p>17</p>
<p>Change Management - Changes in government and/or government policies/legislation resulting in financial challenges</p>	<p>Change processes in the schedule and contract, external legal advisers in place, quarterly review of waste law list by external technical advisers,</p> <p>Ongoing monitoring of waste law list and advisers will highlight any substantial changes which results in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.</p>	<p>22</p>	<p>13</p>
<p>Reports to</p>	<p>The Project is managed by NYCC and the delivery</p>		

	partner Amey and CYC have a representative at the Project group.
Exec member	Cllr. Andrew Waller
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	

Project title	Castle Gateway
Reporting period	September 2017
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
<p>AMBER</p> <p>A major update report on the Castle Gateway was taken to January's Executive. The report approved the vision for the regeneration of the area and an action plan for delivering that vision. It also set out the Area of Opportunity policy, which enshrines the vision in planning policy, for inclusion in the emerging Local Plan. The aim was to take a preferred masterplan for the public realm, infrastructure, and council land assets back to the Executive by the end of 2017. However, having reviewed the programme with the appointed masterplan consultants, BDP, it has become apparent that the scale of work required means that this is now likely to be early in the new year.</p> <p>The council are in discussions with the other major landowner in the Castle Gateway regarding their proposals for the area and potential options to work in partnership. The outcome of these discussions, and alternative delivery models, will be taken to Executive for consideration alongside the preferred masterplan. To guide this process the council have appointed Deloitte to provide commercial and valuation advice. They have completed appraisals of the value of the council's land assets, and will work alongside BDP to ensure the emerging masterplan is commercially viable.</p> <p>BDP are progressing at pace with the masterplanning. They have a wealth of experience on large scale projects such as Liverpool One, including</p>	

locally on the Heslington East campus. They also bring with them expertise of working in water borne environments in the Netherlands and specialist bridge design through the inclusion of BDP Rotterdam and Witteveen + BOS. Several meetings with the council's technical officers and key stakeholders have taken place to formalise the brief and statement of heritage significance for the area. From this, and the public engagement work, they are now working on high level options. These will go out to consultation in late 2017, to allow a preferred option to be shaped and developed.

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

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

Stage one of the My Castle Gateway public engagement process has now completed. The open conversation process facilitated by the council, Helen Graham from the University of Leeds, and Phil Bixby, has already provided BDP with an interim report, with the formal brief to follow by mid-September. The engagement has applied multi-platform social media, videos, walks, talks, and visioning events to shape the brief. The process is now entering stage two, identifying challenges to delivery and trying to find creative solutions. This will prepare the public for the high level options which will go out to consultation in late 2017.

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

Spark:York's planning application was approved by planning committee on Thursday 11 May. The scheme will provide a meanwhile use of start-up space for local business, street food and exhibition space at 17-21 Piccadilly. The aim was to open in August 2017, operating under a three year tenancy from the council, but has slipped slightly with the intention to open at the end of September. The first containers will be shipped to site at the start of that month. The project will 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.

English Heritage have been granted planning permission to construct a new

visitor centre as part of wider restoration works to Clifford's Tower to improve visitor numbers and satisfaction. The judicial review of that planning permission was dismissed by the High Court following a hearing on the 3rd May. However, we are awaiting the outcome of a review of the right to challenge the High Court decision. Should the planning permission be upheld the Executive have approved the transfer to English Heritage the small area of council owned land needed for the scheme to progress.

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

Future outlook

BDP will be working up a series of high level masterplan options for the area. These have been informed through a comprehensive review of the planning history and frameworks, completing a statement of heritage significance, the brief from the My Castle Gateway project setting out public aspirations, and a series of meetings and workshops with key officers, stakeholders and the Castle Gateway Advisory Group. The intention is for these high level options to be taken out to public consultation in November 2017.

As part of that masterplanning work BDP's sub consultants (Weteween+BOS and WSP) are carrying out a series of transport modelling options throughout September and October. This will explore highway and movement opportunities and a review of the scale, type and location of car parking provision. This work will feed directly in to - and shape - the masterplan options.

Throughout the development of the masterplan options Deloitte, the council's commercial advisors, will be reviewing emerging ideas to ensure that proposals are economically and commercially viable. This iterative approach will help to shape the masterplan so that the final preferred option is deliverable and achievable.

Stage two of the My Castle Gateway public engagement project will

commence in September. Stage one sought to understand what is important to people about the Castle Gateway and what they would like to do there in the future. Stage two will seek to explain and identify the challenges and tensions in delivering the regeneration. This will provide the public with a better understanding of what pressures will shape the masterplan, but also allow the opportunity for the public to engage with the process and provide creative solutions to those problems.

Alongside the emerging options, officers will be working with legal and commercial advisors to explore the different delivery models for the project.

Spark:York is due to open at the end of September, with fitted out containers being delivered to site at the start of the month. The scheme opening will represent a major milestone, signalling early delivery and building confidence in the long term regeneration project.

Key risks

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

<p>the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets</p>	<p>implications of the EU referendum on investor confidence. Establishing a planning framework to ensure coherent and high quality proposals when they do come forward</p> <p>Discussions with other land owners and developers are active and ongoing, and an update on this will be taken to Executive in the new year. A draft area of opportunity policy for the Castle Gateway has been submitted to the Local Plan team for review. The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development</p>		
<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</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</p>	20	19

<p>significant money on assets in the short term to keep them operational when they will potentially close in the near future. This would represent wasted expenditure, but it may be unacceptable to close them without a clear identified plan in place for their future use. If any money is invested in to the assets it may make it difficult to bring them forward for fear of having wasted that money</p>	<p>establish the nature of the council's involvement in Castle Gateway and the future use of land assets. The first stage in assessing these options will be the Castle Gateway vision report that will be taken to the Executive in early 2017. This will start to establish delivery options and proposed timescales for development.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project</p> <p>Private sector and other public sector sites may not progress without the council's investment. Although there may be possibilities to achieve the regeneration aims of the Castle Gateway without council investment these may result in the council losing existing and potential new revenue streams. Not taking key decisions regarding</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

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

Project title	Community Stadium
Reporting period	September 2017
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
<p>AMBER</p> <p>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"> • Construction retender launched 3 March 2017, 12 week tender for construction partner and final build price. Tender submission date is 9 June 2017. • 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. • Completion of the construction retender as at 30 June 2017. • Report to Exec 27 July 2017 following successful completion of the construction tender. <p>Finalisation and signing of all DBOM contracts in the project can now take place once GLL confirm the construction contractor and the developer finalises the development package. A new timetable is included in the report to Executive which highlights the facilities will now be complete Spring/ Summer 2019.</p> <p>Completion date for contract close is now 29 September 2017 subject to</p>	

finalisation of the commercial deal by the developer.

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:

- Finalisation of all community partner agreements. September 2017.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, end of September 2017.
- Full construction will begin once the contracts signed. Expected October 2017 site mobilisation.
- Site completion March/ April 2019.
- Site operational May/ June 2019.

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	Discussions ongoing at high level between CYC Chief Exec and Chief Exec of the York NHS Trust.	19	19

c£240k at present per year.	Confirmation of design and 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 or completing the commercial deal due to developer failing to meet budget and procurement requirements. 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 commercial development deal between developer and the fund. 6/9/2017	23	23
Reports to	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
Exec member	Cllr. Nigel Ayre		
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	Yearsley review. The continued operation of Yearsley is potentially linked to the DBOM contract proposed.		
Link to paper if	Full Council March 2016:		

<p>it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4</p> <p>Executive December 2016</p> <p>http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</p> <p>Executive March 2017</p> <p>http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</p>
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Project title	Digital Services (CRM)
Reporting period	September 2017
Description	
<p>This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a “My Account” style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p>	
Current status	
<p>RED</p> <p>The project has continued to make progress however no work in the current live environment has taken place although the change freeze has now been lifted due to the dispute being concluded. We are now working with the Service Areas to determine if there are any fixes that can be made to the current system to close any initial issues.</p> <p>Our project configurers continue to work in the new environment and Oracle Consulting have completed a light touch analysis of the work we have done so far to provide some assurance. The outcome was positive and that during the review session nothing in the configuration was of a concern and the use case shown made good use of base Service Cloud functionality and also highlighted the smart development work regarding the display of assets on a map and data integration back into Service Cloud. We are now preparing a more detailed specification for an investigation to take place. Once this investigation has taken place we estimate that phase 1 will complete in 6 - 7 months.</p> <p>Exploratory testing has been completed by our internal tester and a list compiled for our configurers to work to. We are aiming for the first clone from live to test to take place w/c 11th September for functional testing to take place.</p> <p>We are investigating how we develop forms once the system is in BAU and have had a first draft of a Jadu statement of works which will be reviewed once our primary developer is back from leave w/c/ 4th September.</p> <p>We have revised the phases of the CRM project which has been approved by the project sponsor and we are working on the resource plan to ensure we are not under resourced.</p>	

Work continues with Revs & Bens; specifically DHP, Universal credit, student and multiple landlord forms. Digital DHP waiver solution has been approved and we are now in development. Details of Universal Credit full service have been passed to Team Netsol to amend our existing new claim form.

Future outlook

Our priority of Phase 1 is still to decommission Lagan and move all processes over to the CRM although we have also releasing Service Cloud modules such as web chat and social media monitoring as part of this phase. (See high level phase breakdown document) Technical Project Manager.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Issue Contractual issue has meant that rolling the processes out in live is on hold, pending an expert independent review.	Appoint independent reviewer and complete review.		
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed 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	Controls: Work with Connection point on the skills transfer and ensure all staff involved in future support are fully skilled up Ongoing face to face dialogue with services	17	12

delayed	Actions CPT to complete knowledge transfer including training material Processes (outside of Release 2) passed to configurers whilst CPT are still on-site Schedule Oracle training course (5 day)		
Service not ready to implement solution due to a of robust business readiness assessments. This would impact the go-live	Controls: Ongoing face to face dialogue with services Actions: Complete Business Readiness Assessments	23	19
Solution does not meet requirements in terms of fully automated end to end processes within project timescales so the Service is not ready to implement solution.	Controls - Engage with all business areas - stakeholders through a business readiness assessment Actions - Business readiness assessments and VSM to be completed by end of Sept	23	23
Reports to	Digital Services Programme Board; Corporate Scrutiny and Management Board		
Exec member	Cllr. David Carr		
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	CRM Lagan MDM -Clearcore Govtech Rev's and Ben's.		
Link to paper if it has been to another member meeting (e.g.	Corporate and Scrutiny Management Policy and Scrutiny Committee 9th May 2016 City of York Digital Inclusion http://democracy.york.gov.uk/documents/s105678/City%2		

executive, council, a scrutiny committee)	<u>0of%20York%20Digital%20Inclusion.pdf</u>
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Project title	Guildhall
Reporting period	September 2017
Description	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status	
<p>GREEN</p> <p>The project remains on track with all approvals now in place for delivery:</p> <p>Statutory Consents / approvals</p> <ul style="list-style-type: none"> • Planning and LBC approvals granted 16 Feb 17 • Executive approval for scheme delivery 16 Mar 2017 • Full Council approval of budget requirement 30 Mar 2017 • Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery <p>Contractor procurement</p> <ul style="list-style-type: none"> • The SQ stage saw 7 submissions with a short list of 4 contractors agreed for the ITT stage • ITT documentation (for the stage 1 tender) was issued 25 May 2017 • The ITT stage Bidder Day was held at the Guildhall on 14 June 2017 with individual sessions for each contractor (reduced to 3 where one contractor had withdrawn) • ITT submissions were received on 19 July 17 • Contractor interviews were held on 26 July 17 • Following the statutory standstill period Interserve have been confirmed as the contractor <p>Design / project development</p> <ul style="list-style-type: none"> • The Design Team continue to finalise co-ordinated RIBA stage 4 	

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

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

Future outlook

Early Contractor Involvement (ECI) phase 2nd

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

Key risks

From project risk register

Risk (brief description/consequence)	Control/action	Gross	Net
Capital costs increase/exceed budget 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	Soft market testing Robust marketing -	23	19

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

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

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

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

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

Executive March 2017

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

Project title	Housing Development (HCA partnership)
Reporting period	September 2017
Description	
Programme of council-led housing delivery in partnership with the HCA	
Current status	
AMBER	
<p>Draft legal advice has been received in regards to the housing delivery model needed for the council to develop a number of sites with a mix of market and affordable housing. Advice is that a wholly owned company is the most appropriate delivery method to meet the outlined objectives. Discussions are on-going with our legal advisors and other authorities who have created housing delivery vehicles.</p>	
<p>Lowfield Green</p> <ol style="list-style-type: none"> 1. A public consultation event was held on 18th July at the Gateway Community Church on Front Street, Acomb. The masterplan was presented including housing, a care home, community and self build, and a police/health-hub. The general feedback was positive particularly in relation to the bungalows and the amount and quality of green open space proposed. Some concerns remain for those who live next to the site and designs have been altered where appropriate to address these concerns. Burnholme 2. Work is underway to procure an architect to develop plans for the site. An assessment of the local housing market is underway to inform the residential plans for this site. The residential development of this site is part of wider redevelopment plans including sports provision, a health and wellbeing hub, and a care home. The Askham Bar site 3. Work is underway to procure an architect to develop plans for the site. An assessment of the local housing market is underway to inform the residential plans for this site. The Former Clifton Without School site 4. A public consultation process has commenced regarding the future use of this site for non-education purposes. The Manor school site 5. Negotiations continue regarding the wider development potential utilising the British Sugar land. 	

6. Tenders are being sought for the demolition of the school buildings.

Future outlook

Various strands of work are being undertaken in parallel. This includes progressing the plans for Lowfield to support a planning application and developing site feasibility work on other sites. The process of due diligence on the housing delivery vehicle continues with the aim of bringing a paper before Executive in November. This paper will set out broader ambitions in relation to land assets and a more detailed business case for the development of Lowfield. Alongside this, work will continue on understanding the best delivery vehicle and starting the process of decision making to bring this forward.

Lowfield Green

7. The planning application for the redevelopment of this site will be submitted in late September. This will be a 'hybrid' application with the housing and open space elements of the proposal being submitted with full details included. The care home, health/police hub, self and community build parts of the proposal will be submitted in outline with full details to be subsequently submitted before any building work starts on site.

8. A detailed assessment of the local housing market has been undertaken. We have built up a strong understanding of likely sales and rental values alongside likely development costs. A number of development scenarios have been developed particularly in relation to affordable housing provision. This has informed the provision to be provided within the planning application.

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. Over the coming months we will develop the detailed designs for the housing on this site with the intention of submitting a planning application in early 2018.

The Askham Bar site

11. During Autumn, 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. The process of seeking Department for Education consent to relinquish the education use of the remainder of the site is underway.

<p>13. Once in place, a decision will be made by Executive as to whether to dispose of the site or for the council to lead on the housing delivery. The Manor school site</p> <p>14. Tenders are being sought for the demolition of the school buildings.</p> <p>15. The process of seeking Department for Education consent to relinquish the education use of the remainder of the site is underway.</p> <p>16. Once in place, a decision will be made by Executive as to whether to dispose of the site or for the council to lead on the housing delivery.</p>			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
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
Reports to	Working group established which reports into Executive where approval is sought for key decisions.		
Exec member	Cllr. David Carr and Cllr. Sam Lisle		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a	March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311		

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

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

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

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

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

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

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

At this stage of plan preparation there is no regulatory framework to adhere to however the proposed strategy is in accordance with the Council's adopted Statement of Community Involvement (2007). The consultation strategy has been produced working alongside colleagues in the Communications Team and Communities and Equalities Team. The consultation will include a city wide 'Our City' special distributed to all households with a response form, a letter to all people registered on the Local Plan database (approx 10,000), a dedicated website and response form and a series of drop in exhibitions across the city. All the documents will also be made available online, in West Offices reception and in all CYC libraries.

Future outlook

Following consultation in September/October, subject to the number of representations received, it would be Officers intention to bring a publication draft document to Executive in January 2018. This would be subject to consultation in February 2018 with the intention of submitting a plan for Examination in April / May 2018. It is anticipated that the Examination would take between 6 to 9 months.

Officers will seek dialogue with key partners including neighbouring authorities, the County Council and both LEPs. In addition dialogue will also be sort with both DCLG and the Planning Inspectorate.

Key risks

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

infrastructure	progress CIL.		
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies is Executive Member Cllr. David Carr and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive May 2016</p> <p>City of York Local Plan – Preferred Sites Consultation</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive January 2017</p> <p>Update on Local plan</p> <p>http://democracy.york.gov.uk/documents/s112269/City%2</p>		

	0of%20York%20Local%20Plan%20Update.pdf
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Project title	Older Persons' Accommodation Programme
Reporting period	September 2017
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"> • fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes; • progress with plans to build a 27 home extension to Glen Lodge; • seek the building of a new Extra Care scheme at Oakhaven in Acomb; • see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and • encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
<i>This report now includes the Burnholme Project</i>	
<u>Glen Lodge Extra Care scheme</u>	
<ol style="list-style-type: none"> 1. Construction of the extension to Glen Lodge Extra Care facility in Heworth is nearly complete. However, the projected completion date is now October 2017, three months later than originally planned, partly because of agreed additional works to the existing entrance area and partly due to cumulative poor weather during the construction period. 2. Colleagues are working together to ensure that the new homes are let to those with appropriate care needs. Thirteen nominations have been approved by the Allocations Panel and further applications continue to be assessed. 	
<u>Burnholme Health & Wellbeing Campus</u>	
<ol style="list-style-type: none"> 1. Construction of The Centre @ Burnholme is progressing well. A 	

successful "breaking the ground" publicity event was held in June, the site is now secure, the unwanted buildings around the school hall have been demolished and the retained buildings have been stripped out. The priority remains the construction of the access road and this will be completed by November 2017. The Centre will be ready for occupation in May 2018.

2. Ashley House are progressing plans for the Care Home @ Burnholme. Their proposals have been well received by neighbours and stakeholders during a public engagement event held on 29th June. A planning application was submitted in August.
3. We continue to discuss the detail of the care contract with HC-One and agreement is close.
4. Priory Medical Group have appointed designers for their c4,000 m2 facility. They propose a building which "sits" well between The Centre and The Sports facilities. As their proposals develop, they plan a public engagement event in autumn 2017 to seek views and comments. They plan to re-locate GP services from three centres, bringing them together at Burholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They will carry out appropriate consultation on these moves. They plan to submit a planning application in the autumn.

Oakhaven Extra Care Facility

1. Ashley House are close to securing a Housing Association partner to be involved in the management of the Oakhaven Extra Care Scheme.
2. They are also seeking planning guidance on their proposals.

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 172m2 community facility and enhancements to the facilities of the wider complex.
2. External cost planners estimate that the cost of construction is £6.6m 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.
4. Executive have agreed the investment and recommend to Council that it is added to the capital programme.

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 and submission is due in September.

2. We have engaged cost consultants to price the proposals in order to confirm the affordability and profitability of the development.
3. Yorspace, 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 seek to achieve 19 homes on their site. We are seeking an independent valuation this site to guide us in our negotiations for sale. We have agreed an exclusivity agreement over the land to allow them to secure funding for it purchase.
4. Yorspace have offered to take on the management of any allotments or growing spaces provided on the site.
5. We are progressing plans for new football provision at the Ashfield estate and have met with the Football Federation and Sports England, who support the proposals. 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 received positive support during public engagement on their plans for a 64 bed care home at Fordlands and have submitted a planning application.
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. We are evaluating bids for the site and a health receipt is expected.
5. Following consultation, Executive have agreed to close Willow House and residents will now move out. The home is expected to be empty by the end of October 2017.
6. Work has begun on exploring the option to transfer Haxby Hall as a going concern to a partner with improvement or redevelopment following

on.

New Independent Sector Care Home provision

1. The Chocolate Works care home has opened, providing 90 care beds.
2. Plans have been submitted to build a 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. We await the planning decision.
3. The Joseph Rowntree Foundation have withdrawn from sale Beverly House on Shipton Road. This means that plans for a care home on the site are abandoned.

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 have submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have opened negotiations to secure nomination rights to a proportion of these homes.

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.

Ben Burton will continue his work, on a full time basis, for the next year, supporting the provision and development of sports facilities at Burnholme, ensuring effective liaison between the developers at Burnholme, delivering the self-build and community build commitments at Lowfield Green and supporting change at Haxby Hall.

Future outlook

1. The Glen Lodge extension will be completed at the middle of October and we will then install soft furnishing and decorations and begin to move tenants in at the end of that month.

2. Pre-planning public consultation for the Health Centre @ Burnholme will be held in the autumn.
3. The planning application for the Lowfield Green development will be submitted in September
4. Residents of Woolnough House will be supported to move safely and the home will be closed.
5. Work will begin to prepare for the construction of the 33 home extension to Marjorie Waite Court Extra Care scheme.
6. An offer for the purchase of Willow House will be agreed.
7. Soft market testing will be undertaken amongst partners interested in taking over Haxby Hall as a going concern and residents, relatives and staff will be consulted on the option to transfer.

Planning Committee will consider the application for a new care home on the site of the Carlton Tavern.

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
Reports to	Executive, CMT, Project board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p>		

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>

Project title	Outer Ring Road (A1237)
Reporting period	September 2017
Description	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status	
<p>AMBER</p> <p>Activity in July/August 2017:</p> <ol style="list-style-type: none"> 1. The report submitted to CYC Executive setting out the proposed management of the project was approved by the meeting. 2. Since the re-start of the scheme in 2017, it is apparent that the prices for the design commission have risen beyond allowable financial limits which means that a new procurement exercise to appoint a designer may be necessary. Work has been in progress to explore whether a direct award to Pell Frischmann can be made in order that the existing designer can be retained. 3. DVS acting on behalf of CYC have begun contacting and meeting landowners about the acquisition of land. 4. Engineering Consultant Pell Frischmann are working on the detailed design of the Wetherby Road junction. 5. The York Traffic Model updates were passed to Pell Frischmann during early July in order to be factored into the designs. However it has been noted that further work will be required to align the modelling with the York Local Plan. 6. Quarter 1 Claim for monies expended has been submitted to WYCA. 	
Future outlook	
<p>Work planned for September 2017:</p> <ol style="list-style-type: none"> 1. New Senior Project Manager to start in September and lead on YORR. 2. Review the impacts of the York Traffic Model following Local Plan 	

adjustments.

3. Monitor and chase progress on meetings with landowners, especially B1224 Wetherby Road as this is a priority.

4. Commence process to appoint a legal partner to draft a Compulsory Purchase Order.

5. Commence discussions to award B1224 Wetherby Road civil engineering works to the CYC Delivery Team.

6. Commence Project Delivery Group and Lead Member Board meetings (the former is bi-monthly, the latter is quarterly).

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
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	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

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

Project title	Provision of School Places 2017-2023
Reporting period	September 2017
Description	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
Current status	
GREEN	
<p>The project is currently in a forecasting phase, where local datasets on current pupil numbers, migration and currently approved housing schemes are producing forecasts for pupil numbers until 2022/23.</p> <p>School capacity across all existing schools has now been through a first level of assessment, where potential changes in the capacity of existing school buildings have been identified. Officers have developed a schedule of site visits for detailed assessment over the course of the school year to identify any current and potential teaching spaces.</p> <p>Forecast data has now been quality assured and submitted to the Education and Skills Funding Agency, incorporating existing intelligence from school census, housing and school admissions data and preference trends. A separate submission has also been made to the ESFA regarding what Basic Need funding has been spent or committed to date and the high-level priority areas that future Basic Need spending will need to</p>	

address.

Future outlook

The ESFA data submission is only in draft-form until approved by the ESFA, following a period of clarification and data cleansing between CYC and the EFSA in late 2017. This data will form the basis for the identification of future Basic Need allocations. This data will then be re-run annually and shared with Members, colleagues and the school community, to inform current and future strategy and decision making on priorities to be taken forward in the coming months and years.

Discussions with the school community regarding the potential capacity of existing school buildings will commence in the Autumn term with site visits for detailed assessment over the course of the school year. This will identify the 'net capacity' of schools by reviewing any and all current and potential teaching spaces, and from there predicted surplus/deficit by each planning area will be assessed. This work will inform further project work on which planning areas require additional permanent or bulge (temporary) accommodation.

Key risks

Risk register is in development.

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

and have started work.

Representatives across different part of the business / service provision (including parents / foster carers) have contributed to an initial set of building requirements to inform work with Design Consultants.

An initial discussion has taken place at the Capital Asset Board to identify a potential preferred land option to base the feasibility work on.

Agreement reached to pilot work with East Riding with a view if successful to develop regional practice and funding arrangements.

Future outlook

Further work is required and planned to develop the financial, operational and service user costs for a 'doing nothing' option

A detailed financial business case is being developed and will be presented as part of a progress update report to CMT in October.

Stakeholder engagement event is planned for October to consult on initial design concepts, ideas and options.

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Parents with disabled children are unhappy with the feasibility process and or the proposed changes to provision	Parent communication and engagement plan Co production approach taken by involving parents in each stage of development	20	19
The feasibility plans and proposals are unable to demonstrate financial viability	Finance lead part of Project Board (PB) Financial modelling for future plans developed from the start and scrutinised by PB	20	19
Key stakeholders are not adequately engaged with the feasibility work and development plans eg Health, Adult services, ER / NY	Key stakeholder part of PB Additional meetings arranged to consult and involve specific stakeholders	14	13

Reports to	Reports to Project Board chaired by Eoin Rush and CEC DMT
Exec member	Cllr Stuart Rawlings
Director responsible	Jon Stonehouse – Director of Children, Education and Communities
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	

Project title	York Central
Reporting period	June 2017
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and the Homes & Communities Agency. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes.</p>	
Current status	
<p>AMBER</p> <p>Masterplanning and viability testing work is continuing, and will be informed by the outcomes of Access Option consultation which is currently underway and will fix a key aspect of site design and delivery . A further ‘pre-application’ consultation on the site masterplan as a whole is planned to follow this in late 2017 ahead of planning application submissions early in 2018.</p> <p>Partnership arrangements between the land owners and infrastructure funding are progressing to ensure a credible delivery route for York Central. An executive report is programmed for October 2017 to confirm a preferred access route and agree funding to take the project through to planning..</p> <p>Land acquisition is completed. HCA have invested significantly on the site and have purchased Unipart site, surplus land from NRM and a portion of land from NR off Leeman Rd.</p> <p>Legal agreements with WYCA have been signed and WYCA funds drawn down. A project budget to progress the masterplan and design and consultation work is currently being worked up with partners. A variation report has been taken to WYCA requesting that funding be used to explore alternative bridge designs to those approved in the original gateway 1 submission, further variation reports will be taken should alternative access solutions be required.</p> <p>The LEP Enterprise Zone (EZ) board continues to meet. This board is a requirement of the MoU with DCLG in respect of the EZ and its purpose is</p>	

to support the successful delivery of the commercial element of York Central.

Future outlook

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

Key risks

Risk (brief description/consequence)	Control/action	Gross	Net
Partnership with NR, HCA and NRM breaks down leading to failure to unlock site	Establish a senior level Board and formalise via a Memorandum of Understanding with development of the site delivered under the terms of a proposed partnership agreement.	23	23
Inability to attract finance/ investment in sufficient quantity at acceptable levels of risk and return	Consideration of all potential funding routes and securing of appropriate partnership terms. Early market testing, as well as market viability work, to confirm level of interest.	23	19
Failure to agree satisfactory repayment mechanism for partners	Engage specialist advisors to work on the financial model.	23	19
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr David Carr and Cllr Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive December 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</p> <p>Member update – May 2016</p> <p>Executive July 2016</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf</p> <p>Executive November 2016</p> <p>Consultation on access options</p> <p>http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf</p> <p>Third party acquisitions</p> <p>http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%202016%20v7.pdf</p>
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