

Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

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

Detailed updates

Project title	Older Persons' Accommodation Programme
Reporting period	October 2018
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	
Glen Lodge Extra Care scheme	
<ol style="list-style-type: none">1. Work is being commissioned to refurbish the original communal parts of Glen Lodge so that they compliment the new extension.2. The 12 month defect liability period is approaching, with a review of Glen Lodge taking place currently to ensure all defects have been recorded.3. Officers are working on the practicalities of implementing the recommendations of the HousingLIN Glen Lodge Scheme review.	
Burnholme Health & Wellbeing Campus	
<ol style="list-style-type: none">1. Our partner for the Care Home @ Burnholme has appointed their builder and plan to begin construction in November 2018. We have limited their access to site until all contractual documents are signed. An agreement on documents has been reached by both parties solicitors, with it now just requiring signatures.	

2. Executive at their meeting in July agreed to the investment of £2.45m in works and the management arrangements for the Sports facilities @ Burnholme. We have completed stage 1 of the procurement exercise to shortlist suppliers on quality, stage 2 of the process is set to begin shortly.

Oakhaven Extra Care Facility

1. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme.
2. Public engagement events in March 2018 have demonstrated support for their proposed building while also revealing some concern regarding size and position on the plot. The size of the building is determined by the need to have at least 50 apartments on site. Ashley House met with the Head of Planning, and have concluded that they will be unable to deliver the required 50+ units of accommodation on the site based on comments from planning on their proposals. They will now review their designs again, based on the conversations with planning. Following discussions with Place For People they will inform CYC of their route forward next month.

Marjorie Waite Court Extra Care scheme

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29 new apartments, four new bungalows, a 172 m2 community facility and enhancements to the services in the wider complex. It will include homes to rent and homes to buy.
2. The planning application for this work was approved in July 2018. The procurement exercise for this has now concluded, with the appointment of the preferred contractor imminent. Work is due to start onsite in November 2018.

Lowfield re-development

1. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and public open space and community & self-build was submitted in October 2017 and will be considered by the Planning Committee in August 2018.
2. Options for Older Peoples Accommodation are being considered with a view to procurement of a developer in December 2018.

Haxby Hall

1. Executive in January 2018 agreed that we should procure a partner to take over the provision of services at Haxby Hall. This procurement has

concluded and we are working with a preferred bidder to develop a viable scheme. Transfer of the site is due to be 1st March 2019.

Lincoln Court

1. Executive agreed that the Windsor House site should be used for the Centre for Excellence for Disabled Children and their families and the planning application for this work was submitted in July 2018, due for determination in November 2018.
2. Executive have approved investment plans for Lincoln Court which include a 10 apartment extension and extensive refurbishment. We submitted the planning application for the works in August 2018, this is due for determination in November 2018. Enabling works necessitates the moving of the boiler that heats Lincoln Court next door. Procurement for a construction partner in conjunction with the Centre of Excellence has been completed and work is due to start onsite in February 2019.

New Independent Sector Extra Care Provision

1. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by Q3 2019 and work will continue until late 2020. Officers continue to work with JRHT to develop a marketing package for shared ownership extra-care units. The Council has secured nomination rights for all of the extra care units onsite.
2. The Abbeyfield Society has secured planning consent and Homes England grant for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have agreed nomination rights to a proportion of these homes. Work is expected to begin later this year or early in 2019.
3. Developers have discussed care home and extra care opportunities on sites elsewhere in the city. These opportunities need to be integrated into the housing schemes in the local plan.

Future outlook

At their November meeting the Executive will receive a proposal for the second phase of the Programme which will include further accommodation development and extensive engagement with residents about their priorities for the programme.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Loss of EPH staff morale	Maintain staff morale and focus	19	2

<p>leading to negative impact on service provided to existing EPH residents.</p>	<p>through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.</p> <p>Now that the decision to close Morrell House has been made this risk is now significantly reduced.</p>		
<p>Project does not deliver the right number and type of care places required by the City.</p> <p>Needs remain unmet.</p>	<p>Regular market review.</p> <p>Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.</p>	19	6
<p>Increase in interest rates would impact negatively on borrowing.</p>	<p>Use of capital receipts rather than borrowing.</p> <p>Ensure impact is capped or controlled through the contracts.</p> <p>The directly procured programme has little exposure to borrowing and, therefore the risk of interest rate change is small. However partner investment is dependant on borrowing and so some element of interest rate remains.</p>	19	8
<p>There is insufficient funding to deliver all of the elements of the project.</p>	<p>It has been agreed that the first £4m of receipts from the sale of OPH assets will be ring-fenced to support this Programme. To date, for Grove House, we now have visibility of £3.2m of these receipts.</p>	19	1

	<p>DfE consent for the disposal of the school buildings at Burnholme give us the ability to realise capital from both the care home site and the health centre site, at approximately £1.9m. These funds, when realised via sale, will be sufficient to fund at least 50% of the investment into the library & community facilities at Burnholme.</p> <p>Together, these reduce the overall financial and funding risk for the programme.</p> <p>A review of the financial model for the Programme has shown expected saving to rise to £1.3m from £500k, confirming that there are sufficient resources to deliver the programme.</p>		
Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.	<ul style="list-style-type: none"> - Careful pre-planning consideration of likely objections and possible mitigations. - Pre-planning public engagement. - The use of skilled advisers. 	20	19
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Michael Melvin – Interim 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,	<p>Executive July 2015 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive October 2015 - Grove House and Oakhaven O Persons' Homes http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842</p>		

<p>council, a scrutiny committee)</p>	<p>&Ver=4</p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive December 2016 - Older Persons' Accommodation Programme Update http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</p> <p>Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf</p> <p>Executive March 2017 - Oakhaven Extra Care Facility: the sale of land to facilitate the development http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf</p> <p>Executive March 2017 - 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 http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf</p> <p>Executive August 2017 - Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf</p> <p>Executive August 2017 - A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive September 2017 - Demonstrating Delivery of</p>
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the Older Persons' Accommodation Programme
<http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf>

Executive October 2017 - Disposal of Willow House, Walmgate, York
<http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf>

Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home
<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf>

Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home
<http://democracy.york.gov.uk/documents/s120959/Securing%20a%20Sustainable%20Future%20for%20Haxby%20Hall%20OPH.pdf>

Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018 - Update on Older Persons' Accommodation Programme
<http://democracy.york.gov.uk/documents/s120609/Older%20Persons%20Accommodaiton%20Programme.pdf>

Executive February 2018 – Disposal of Willow House
<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4>

Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility
<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4>

Executive April 2018 - Deciding the Future of Morrell House Older Persons Home
<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4>

Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme
<http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf>

Executive September 2018

**Demonstrating Delivery of the Older Persons'
Accommodation Programme and Preparing for Further
Action**

<http://democracy.york.gov.uk/documents/s126105/Executive%2027th%20September%202018%20-%20Demonstrating%20delivery%20of%20the%20Older%20Persons%20Accommodation%20FINAL.pdf> \o "Link to document 'Demonstrating Delivery of the Older Persons' Accommodation Programme and Preparing for Further Action' pdf

Project title	York Central		
Reporting period	October 2018		
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 Homes England. 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. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>			
Current status			
AMBER			
<p>The Outline Planning Application statutory consultation has concluded. A detailed application for phase 1 infrastructure will be submitted in due course.</p> <p>Procurement by CYC of infrastructure delivery partners is progressing. The design of the access road and bridge, and relationship with Millennium Green has been formalised.</p> <p>Governance arrangements for delivery are well evolved, and sign-off by CYC will form part of the suite of funding approvals.</p>			
Future outlook			
<p>The Enterprise Zone borrowing proposal will be taken to the EZ Board on 22nd November, followed by YNYER Board 16th November, and CYC Executive (alongside a wider set of approvals) 29th November.</p>			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Delayed submission or determination of planning applications.	Control mechanisms for this risk include:	19	13
Judicial review challenge to	<ul style="list-style-type: none"> Allocation of sufficient expert planning resource to the project 		

<p>planning consent.</p> <p>Local Plan approach to site allocation and/or development policies introduces constraints to development at York Central.</p>	<ul style="list-style-type: none"> • Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders • Effective community consultation & engagement • Procurement of expert planning legal advisors to ensure compliant approach • Effective engagement with the Local Planning Authority in respect of the Plan Making Function <p>Mitigating actions are for the continued resourcing of the control measures and close monitoring of progress by project board.</p>		
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives.</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p> <p>A range of public funding sources and mechanisms have been identified to support the project whilst spreading risk across the public sector.</p>	23	22
<p>Inability to form an effective partnership and successfully engage investors/ developers will result in development taking place in a piecemeal manner, if at all.</p>	<p>Effective project governance and partnership arrangements are resulting in strong joint working and good progress towards Heads of Terms for partnership agreement.</p> <p>Continued resourcing of the identified control measures.</p>	23	22
<p>Large-scale infrastructure</p>	<p>Detailed design of core</p>	22	17

<p>interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.</p>	<p>infrastructure is currently underway; this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.</p> <p>Close liaison between design/technical teams and planning advisors is in place, and monitoring of activity at project team and board level is undertaken. Dialogue with Millennium Green Trust is progressing and legal advisors appointed.</p> <p>Continued resourcing of control measures and monitoring of progress.</p>		
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr Ian Gillies and Cllr Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 – York Central and Access Project http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p>		

Executive November 2016 - Consultation on access options

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4>

Third party acquisitions

<http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf>

Executive July 2017: Project and Partnership Update

<http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.pdf>

Executive November 2017 - Preferred Access Route and Preparation for Planning

<http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf>

Executive March 2018 - York Central Access Construction

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4>

Executive June 2018 – Masterplan and Partnership Agreement

<http://democracy.york.gov.uk/documents/s124296/York%20Central%20Exec%20Masterplan%20and%20PA%20June%2018%20V7.pdf>

Executive July 2018 – Clifford’s Tower Visitors Centre Update

<http://democracy.york.gov.uk/documents/s124737/Cliffords%20Tower%20Exec%20report%20July%202018.pdf>

Decision Session – York Central Design Guidelines

<http://democracy.york.gov.uk/documents/s125211/Report%20-%20York%20Central%20Design%20Guide.pdf>

Executive August 2018

York Central Update – Western Access

<http://democracy.york.gov.uk/documents/s125516/York%20Central%20Update%20-%20Western%20Access%20V8.pdf>

Project title	Castle Gateway
Reporting period	October 2018
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	
AMBER	
<p>The My Castle Gateway project has been extended through a commission with Leeds University as an ongoing research project. The next stages of engagement will be mapped out and implemented in October.</p> <p>A site meeting was held with Historic England through their enhanced pre-application service to consider the planning applications for work package 1. This looked at the latest proposals for the sites, and Historic England will feed back their initial views.</p> <p>A detailed technical meeting was held with Yorkshire Water to consider the solutions for the sewers that cross both Castle Mills and St George's Field. It was agreed that the Castle Mills sewer will remain in situ with buildings designed around it, but with a relaxed wayleave area if the sewer is gravity fed and not siphoned. Yorkshire Water have arranged a site visit to confirm whether this is the case. At St George's Field the only viable option is to divert the overflow sewer which crosses the multi-storey car park footprint. Yorkshire Water are considering our proposed design and will undertake hydraulic analysis to check it is feasible, and provide a cost for the diversion. The above issues have delayed the submission of planning applications for work package one until early next year.</p> <p>The council have submitted a final proposed partnership agreement to York Museums Trust and English Heritage for review. This will allow the</p>	

exploration of shared design and delivery solutions for the masterplan and the redevelopment of the Castle Museum and potential visitor centre facilities

The Rose Theatre has now completed on Castle Car Park, with 80,000 people visiting and attending productions of Shakespeare over the summer. Lunchbox Productions have approached the council to return next year, and it is proposed to take a report to the Executive in October to consider the proposal.

Future outlook

Work will continue with Historic England, Yorkshire Water and planning officers to refine the planning applications for work package 1.

Design work will begin with York Museums Trust to explore their proposals for the Castle Museum and the interface with the masterplan proposals for the rear of the museum. An agreement in principle for the land to become open to the public will need to be in place before the submission of the planning applications for work package 1.

Steamrock have offered revised terms for the regear of the Coppergate Centre lease. Officers will consider these to establish whether they are broadly acceptable before entering into detailed negotiations and external validation. Any regear and extension of the lease would necessitate a report to Executive for their approval.

The next stage of My Castle Gateway will begin in October, consulting with the public on work package 1 proposals before planning submission and to establish a detailed public brief for the public realm and buildings in work package 2.

A risk workshop will be held in September to review the status of all previously identified risks and to consider risks for future stages of the project.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience to support the establishment of a delivery model for the	The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities	21	14

<p>council's assets.</p>	<p>in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p> <p>Legal are currently conducting a review of the project and identifying what resources are needed and whether this will be internal or external.</p>		
<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 quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets.</p>	<p>Discussions with other land owners and developers are active and ongoing, and the Executive have asked officers to conduct detailed discussions with Steamrock Capital, the other major landowner in the area, to understand if there is an opportunity and potential to work in partnership. The outcome of this, and alternative delivery models, will be taken back to the Executive later this year.</p> <p>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>A planning application has been submitted by Northminster for the NCP garage site on Piccadilly for a hotel and apartment development.</p> <p>Steamrock/Oakgate have permitted development rights to convert Ryedale House in to</p>	<p>23</p>	<p>19</p>

	apartments and are preparing a planning application for the Banana Warehouse.		
The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.	<p>The council commissioned external commercial advice from Deloitte to test the preferred masterplan. This identifies the potential land values and developer profit that is achievable from council owned development sites (£22.5m) which could fund the project, and the cost of providing the new public realm and infrastructure (£30m). It is proposed that the funding gap would be met through a bid to the West Yorkshire Transport Fund and other emerging funding opportunities.</p> <p>Planning gain contributions are being sought from applications received in the area to help deliver the key infrastructure improvements needed to achieve the vision. However, it should be noted that until the Local Plan is out for consultation, and ultimately adopted, the ability to maximise this funding stream is limited.</p> <p>A bid will be prepared and submitted to the West Yorkshire Transport Fund to finance major junction improvements and highway infrastructure proposed in the masterplan.</p> <p>Future business cases will be</p>	23	19

	<p>prepared for each of the council's development sites to establish the delivery mechanism and strategy for each individual work package.</p> <p>Ultimately, should the full ambition of the masterplan prove to be financially unviable the Executive will have a series of options from seeking external funding, scaling back the masterplan, or the council funding any viability gap.</p>		
<p>Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or reduce the quality of the wider project</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>A clear masterplan has been approved for the Castle Gateway with defined uses for council owned land assets. The Executive have committed to the next stage of delivery for the first development sites by creating a capital budget to secure planning permissions for work package 1 and 2.</p> <p>Alongside planning applications for each work package officers will prepare detailed business cases setting out delivery options to ensure that development proceeds once planning permission is secured. Each work package will contain elements of infrastructure and public realm that cost money and development opportunities that will generate a commercial return to help pay for that investment.</p> <p>A report will be taken to the</p>	21	20

	Executive in the autumn of 2018 to seek a capital budget to construct the proposed St George's Field multi-storey car park. This is the first step in delivering the heart of the masterplan by replacing and allowing the closure of Castle Car Park.		
<p>Failure to secure West Yorkshire Transport Funding</p> <p>The key funding strategy to meet the masterplan's viability gap is to seek West Yorkshire Transport Funding for the major highways and transport infrastructure elements of the project. This is envisaged to be in the region of £7.5m.</p>	<p>The Castle Gateway masterplan has been raised with WYCA at a strategic level.</p> <p>To mitigate this risk the business case for the funding will be made to the WYTF as a matter of urgency. Whilst some of this risk could be offset by delaying the planning applications until funding has been secured this could lead to a significant delay (as the WYTF bid process is considerable), but more importantly it would reduce the chance of any bid being successful as deliverability – evidenced by planning permission – is a key criteria in awarding funding. It would therefore improve the chances of a successful bid to proceed with the bid and planning applications in tandem.</p>	20	19
Reports to	The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of these being the responsibility of the Castle Gateway Working Group. This working group was established in		

	<p>January 2017 and serves as the project board and meets on a monthly basis. It is chaired by the Director for Economy and Place, and the wider interests of the council are represented by the Assistant Directors for Regeneration and Asset Management; Planning and Sustainable Development; and Transport, Highways and the Environment. The group also has Heads of Service for legal, finance and property.</p> <p>The working group is the key interface point with wider stakeholders, with the project manager and Assistant Director for Regeneration and Asset Management chairing the Castle Gateway Advisory Group (which consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.</p> <p>The Castle Gateway project manager has defined expenditure levels under the Council’s Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive are taken to the appropriate decision making route as set out by the council’s governance and decision making framework. Dependent on the nature and scope of the issue this may be an officer decision, Executive Member decision, or require a full Executive decision.</p>
Exec member	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 - York's Southern Gateway http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</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 York Castle Gateway http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</p>

	<p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</p> <p>Executive April 2018 - Castle Gateway Masterplan http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p>
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Project title	Local Plan
Reporting period	October 2018
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 for consultation;
- ask for Members approval of non-housing and employment site specific policies for consultation; and
 - 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) commenced a 6 week on 18th September 2017, which ended on 30th October 2017.

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

A report was taken to Local Plan Working Group and Executive in January 2018 which provided:

- a background summary of the previous iterations of draft policies and the circumstances which led to the rationale of the Executive decision to approve the Pre-Publication Draft Local Plan for consultation;
- a summary of the present national policy and legislative context,

including the “soundness” requirement and potential for Government intervention;

- a summary of responses to the Autumn 2017 Pre Publication Draft Local Plan Consultation; and
- Officers’ advice regarding appropriate responses to the Consultation outcomes.

The report also requested Members approval of the next steps in the York Local Plan making process, including further city wide consultation.

Executive on 25th January voted in favour of progressing with the Regulation 19 stage of plan production. Following decisions made at committee a composite Local Plan and Policies map and accompanying statutory documents were finalised. Consultation on the Local Plan Publication draft (Regulation 19) consultation commenced on 21st February and ran for 6 weeks until 4th April 2018.

The consultation ended on 4th April 2018 and a report was taken to LPWG on 2nd May and Executive on 8th May detailing the responses and requesting that Members consider whether the Local Plan should be submitted to the Secretary of State for examination. Members of the Executive resolved to recommend to Council that the Plan should be submitted for examination subject to amendments to the schedule of minor modifications (Annex G) agreed at the meeting regarding pub protection.

At an extraordinary meeting of the Full Council on 17th May 2018 members resolved to submit the Local Plan to the Planning Inspectorate (PINS) for independent examination.

The Plan was submitted to PINS on 25th May 2018. Please see following link;

<https://www.york.gov.uk/LocalPlanSubmission>

Future outlook

The Inspectors wrote to the Council on 24th July 2018 with their initial observations on the Local Plan and a series of additional clarifications and evidence requirements. The letter was placed on the examination webpage and can be viewed at the following link:

www.york.gov.uk/localplanexamination

A holding response was sent to the Inspectors on 10th August (also available at link above) acknowledging the letter and setting out that a more detailed response setting out timescales would be provided early September.

Officers are currently preparing a detailed response which it is anticipated will be sent to the Inspectors shortly. An update report was taken to Local Plan Working Group on 20th September providing an update to members on the Local Plan and specifically relating to the issue of housing need in the context of new Government demographic projections published on 20th September 2018

It is anticipated that, subject to the agreement of the Inspectors, that hearing sessions on the issue of housing need could commence prior to the end of the year.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	<ul style="list-style-type: none"> - Local Plan with associated core documents and evidence base submitted for examination in public. - Ongoing work in the LP team. LP team assessing weight of submitted policies in line with the NPPF to inform planning applications. 	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	<ul style="list-style-type: none"> - Work to approve LDS continuing to develop a strong evidence base. - Approved LDS completed and Local Plan submitted for examination in public. - Ongoing work in the LP team, including EiP. 	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	<ul style="list-style-type: none"> - Procure appropriate legal and technical advice to evaluate risk as the plan progresses. - Risks arising from failure to comply with the laws and 	19	18

not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options.	regulations relating to planning, the SA, the SEA and HRA processes.		
Financial risk associated with the Council's ability to utilise planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
Failure to submit or adopt a Local Plan Consequence: Intervention by Government in local plan making	- Local Plan submitted for examination in public by PINs - Local Plan submitted for examination and ongoing work of the Local Plan team, including EiP.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies & Cllr. Keith Aspden		
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 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4 Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4 Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf</p> <p>Executive January 2017</p>		

Update on Local plan

<http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf>

Executive July 2017

<http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf>

Executive October 2017

Minerals and Waste Joint Plan - Submission

<http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf>

Local Plan Working Group January 2018

<http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf>

Executive January 2018

<http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf>

Executive May 2018

City of York Local Plan – Submission

<http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf>

Executive September 2018

Supplementary Planning Documents to support the emerging York Local Plan

<http://democracy.york.gov.uk/documents/s126117/EXEC%20SPD%20report%20FINAL%20Sept%202018.pdf>

Project title	The Guildhall
Reporting period	October 2018
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	
AMBER	
<p>This progress update covers the period to 14th of September 2018.</p>	
Statutory Consents / Approvals	
<ul style="list-style-type: none"> • Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE • 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. 	
Project Progress	
<p>In response to the 8 May Executive approval a revised project programme was prepared for Project Board Approval on 15 June covering the re-design and re-tender process, subsequent to the board meeting the programme was found to be inaccurate regarding timescale for the Quantity Surveying pretender activities, coupled with a failure of the Architectural Principle Designers failure to achieve the agreed date for production of information the programme has slipped significantly.</p>	
Future outlook.	

The design is now complete and the project went out to tender for 9 weeks on the 15th of October, tender return is the 14th of December.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Capital costs and /or gap between cost of repaying borrowing and income from lease/rentals exceeds agreed limit	LGF funding application for 'gap funding 'as soft load to secure delivery of LCR SEP objectives in partnership with CYC.	25	20
Costs of scheme exceed current budget estimate as scheme is developed in detail.	Project team approach - early contractor involvement - value engineering workshops	23	19
Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.	<ul style="list-style-type: none"> • Soft market testing • Robust marketing - selection and assessment process • LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC 	23	19
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> • No offers at expected value • Failure to agree heads of terms 	Soft market testing Robust marketing - selection and assessment process, may require re-marketing	23	18
Quality of Tender Documentation - any deficiencies in the tender documents give rise to opportunity for the contractor to seek extra payment.	<ul style="list-style-type: none"> • Pre tender review of documentation • Rectification of deficiencies 	19	19
Reports to	The Guildhall board reports to Economy and Place DMT and PM updates Executive member and Executive when required for updates and approvals.		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		

Dependencies	Local plan
<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<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 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</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</p> <p>Executive May 2018 The Development of the Guildhall Complex http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</p>

Project title	Community Stadium
Reporting period	October 2018
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	
GREEN	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Superstructure now complete across the commercial building, east stand, west stand and north stand, hub and leisure building. • South stand superstructure ongoing and completed by end of December 2018. • Construction and the project are progressing well and are on schedule and to budget. • Tenant now secured for the lantern unit with legal agreements ready for execution. • The timetable included in the report to Executive for September 2018 highlights that the facilities will be complete and open by Summer 2019. 	
Future outlook.	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Roof and cladding for the North, South and West stands until end of December 2018. • Completion of the road and connections build by end of December 2018. • Completion of the commercial build by end of February 2019. • Confirmation of tenants for the commercial unit by May 2019. • Lantern tenant now confirmed. 	

<ul style="list-style-type: none"> • Confirmation of sponsorship and naming by Spring 2019. • Site completion May 2019. • Commercial tenants fit out January 2019 to July 2019. • Stadium and Hub Tenant fit out May to July 2019. • Site open and operational July/ Summer 2019. 			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
YCFC go out of business before the stadium is operational	<ol style="list-style-type: none"> 1. Deliver project without delay to ensure all legal agreements signed become active at point of occupation. 2. Ongoing review of accounts of YCFC as part of proposed occupancy agreement. 3. Mitigating CYC's financial exposure as part of risk transfer to bidders. 4. Ongoing project meetings with YCFC to review position 5. Ongoing review of clubs financial position and accounts. 	19	19
Not realising estimated commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> a. Savills report supports figures as proposed b. Potential to increase the amount of retail in the final scheme c. Reduce the outputs of the project <p>Agreement now in place with sectional completion and first payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.</p>	19	19
Failure to find tenants for the Lantern unit and commercial unit	Tenant for the lantern is at agreement for lease and awaiting legal sign off.	19	18

	<p>Commercial agents have been appointed for the commercial unit.</p> <p>Mitigation is to find tenants. Failure will leave the revenue model at risk.</p>		
Failure to find a sponsor for the stadium naming rights	<p>Ongoing discussions with a number of potential sponsors.</p> <p>Mitigation is to find a sponsor. This is progressing well at present.</p>	14	14
Project exceeds existing financial parameters agreed under current March 2016 approvals	<p>Additional capital investment from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.</p> <p>Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters. Construction retender complete. Costs are currently within approvals and contract close target is 29 September 2017.</p>	19	19
Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable.	<p>Limited mitigation, completion of all legal agreements in the timescales given. Financial markets will affect the willingness to invest. Project contingency available, source alternative funding from sponsorship, borrowed capital, YCFC contribution, VE leisure and stadium build, reduce park and ride expansion, increase commercial development.</p>	22	22

	Awaiting outcome of the JR challenge.		
Finalisation of the NHS design enabling foundation and drainage for the build to be completed on schedule.	Complete design to be received by 11 May 2018. This is 4 months late and will impact on the build schedule. Proceed on agreed plan in the lease with all changes at cost to the NHS. Limited mitigation, all changes are only with CYC agreement so none will be accepted that impact the overall build programme beyond a June 2019 opening.	19	19
Work on the licensing and certification for the new stadium is currently behind schedule. A new programme has been implemented and resourced by GLL to address the risk of not achieving compliance by the target opening date	Plan agreed with the Safety Advisory Group by GLL on completing and submitting the documentation in good time. DBOM contract places all risk of certification and operation on GLL. CYC contract manager and stadium project manager reviewing and agreeing documentation and process on a weekly basis.	19	18
Reports to	Project team report to the Director of Finance and prepare reports to the project Board. The project Board Chair updates Exec and Full Council when needed. Subject to Audit and Governance scrutiny.		
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 it has been to another member meeting (e.g.	Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4 Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_D		

<p>executive, council, a scrutiny committee)</p>	<p>ec16%20Exec%20Report_VERSION%20A_vF.pdf</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</p> <p>Executive July 2017 Community Stadium & Leisure Facilities Report http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</p> <p>Executive October 2017 Community Stadium Project Report http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</p> <p>Executive 27th September 2018 Community Stadium Project Update http://democracy.york.gov.uk/documents/s126189/Stadium%20Exec%20Report_27th%20Sept%2018_vF.pdf</p>
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Project Title	ASC - Future Focus
Reporting period	October 2018
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 work based on Asset Based Conversations that will support a collaborative</p>	

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

Actions progressed this period are:

- a. Progress Stage 1 Restructures
- b. Progress Stage 2 Organisational Changes - Reviews
- c. Progress Stage 2 Organisational Changes - Occupational Therapy / Safeguarding / Learning Disability and Mental Health CLS Model
- d. Central Talking Point

e. Progress Peer Forum Methodology & Staff Training

a. Progress Stage 1 restructures:

The CAAT and LTT team are co-located and the management structure of the amalgamated teams has now been agreed. A review and analysis of the Service level agreements and the combined Duty work of these teams has been completed. The portfolio responsibilities of the management of this team have been identified and are being assigned. The larger team is now contributing qualified social work staff to Talking Point, and to allow us to trial CLS reviews from Oaken grove from October 2018.

b. Progress Stage 2 Organisational Changes.

Reviews

An analysis of the reviews (planned and overdue) has been completed and the data has been described longitudinally to help the business plan and draw forward high value reviews. Further consideration of the volume of work and the opportunities to use different review methods under the Care Act have meant we are looking to use powers to reduce workload in this area. A report will be prepared for the board to consider the proportionate use of reviews; specifically using provider and self reviews to free up review staff to focus on high value and high risk packages of care using a CLS approach.

c. Occupational Therapy / Safeguarding / Learning Disability and Mental Health CLS model

Work continues in these areas. Regular meetings with teams are devising ways to free up staff to utilise their skills within Talking Points and applying a CLS methodology wherever they sit within the practice. Occupational Therapists are being asked to provide staff at Talking Points. Safeguarding and Mental Health have agreed that using these will support their work and have committed to staff these for specialist sessions. Learning Disability Team are committing to undertake reviews and Transition meeting through this medium, and in addition are looking at trialling the new support plan paperwork in current reviews.

d. Central Talking Point

The Central City talking Point based at the Explore Library is planned to become operation by 25th October 2018. Use of all the Talking points, new rotas and enhanced provision (including Carers and Service User reviews) will become possible when this goes live.

e. Progress Peer Forum methodology & Staff Training:

Central to both of these is the creation of an Intelligent Support Planning Tool which the programme team has devised. This form allows the strength based CLS conversation from first point of contact or review to lead to a co-produced plan. The form then incorporates a planning tool to produce a timetable of weekly paid for activity to be commissioned. The benefits of this approach are extremely exciting, but primarily it affords the possibility of peer review of care packages and constructive challenge and support of the CLS model. A meeting on the 25th of September between the project team, WDU and Principle Social Worker has identified this can also support Effective Practice Quality Assurance (EPQA) methodology to ensure that staff well trained and supported to deliver the CLS model and its intended benefits. NDTI will meet the business on 17th October to discuss their ongoing role and commitment to staff training.

Future outlook

Actions and activities planned for the next period are:

1. Agree proportionate review process.
2. Agree how to address Duty and Support blocking elements.
3. Open new Central Talking Point and re rota all existing TPs
4. Begin CLS Reviews out of Talking Point.
5. Agree new Support Planning Documentation (post trial)
6. Create updated evaluation of programme to mark end stage.

1. Agree proportionate review process.

To provide a paper the board via DMT outlining a short / medium and long term approach to using Care Act Powers to alleviate pressures in the review processes and targeting the high value packages of care for review.

2. Agree how to address Duty and Support blocking elements.

To prepare a paper to DMT to highlight the effect of system processes that are preventing staff from engaging with the CLS model.

3. Open new Central Talking Point and re-rota all existing TPs.

Continue the work to open the new Central talking point to offer the service at volume and free capacity in the system to use other TPs for reviews and specialist work.

4. Begin CLS Reviews out of Talking Point.

Linked to above. Engage with staff to begin the process of undertaking targeted reviews out of Talking Points. This is a vital component of the joined up system as this will prevent capacity in the system realised at First point of contact from being 'eaten up' by existing unchecked and

unsupported care demands.

5. Agree new Support Planning Documentation (post trial)

It is planned that the Support documentation will have been agreed by staff, signed off by legal team and trialled by colleagues in the real social care processes by the end of November allowing it to be built into the live processes and used going forward.

6. Create updated evaluation of programme to mark end stage.

An updated evaluation of the customer, staff and organisational benefits to the 3 operational talking points will be undertaken at the end of October 2018.

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>The project approach will seek to deliver the changes in a stepped and structured manner, identifying any false assumptions and seeking to maximise benefits during deployment.</p> <p>The project will identify key</p>	19	14

	command and control data sets to oversee the effects of change in process or procedure against expectations.		
The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	15	11
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	Michael Melvin – Interim 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)	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017 Future Focus Update Report http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</p> <p>Additional Adult Social care Support and Resources Executive May 2018 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>		

Project title	Outer Ring Road (A1237)
Reporting period	October 2018
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	
AMBER	
<ol style="list-style-type: none"> 1. Construction work is progressing satisfactorily at Jcn 1 Wetherby Road and a significant amount of surfacing has been completed allowing southbound traffic to be switched onto the new section of A1237 carriageway. 2. Ground conditions still continue to pose a risk and further archaeological finds have been discovered in the NW quadrant. It is estimated that 5 weeks will need to be allowed to deal with this feature. 3. Land purchase negotiations for parcels at Wetherby Road continue to go well overall but a residual risk still remains with the land at Low Field Farm. 4. Meetings have been held to work collaboratively with Highways England and Homes England on the Housing Infrastructure Fund to accelerate housing at Clifton Moorgate. Submission of the bid will be made in late November. 5. A report was submitted to the Executive Member for Transport and Planning concerning the junction upgrade proposals at Monks Cross. This report contains recommendations to accept the outcome of the public engagement process, complete detailed design and make preparations for construction were approved. 6. The Final Business Case for Phase 2 (Jcn 7 Monks Cross) was submitted to WYCA for consideration. 7. A Risk Review meeting about Ph1 Wetherby Rd was held and the Risk Register updated. 8. A process for CYC Technical Review of the design for Ph 2 Monks Cross was also commenced in this period. 9. A Licence to deal with Great Crested Newts at Monks Cross has been granted by Natural England. However a change to licence is thought to 	

be necessary and this poses a risk.

Future outlook

1. Planning and preparation for the overnight closures of the A1237 for final surfacing work in November. This is quite significant involving large diversions via the A1 in North Yorkshire.
2. Complete the archaeological investigation in the NW quadrant.
3. Continue to progress the HIF bid for Clifton Moorgate.
4. Understand the impact of the need to change the licence for dealing with Great Crested Newts at Monks Cross.
5. Attend the PAT Meeting at WYCA to progress the FBC for Ph 2 Monks Cross and hence secure funding.
6. Hold a meeting to share information about Green Streets Principles with CYC colleagues.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Risk of programme delay due to uncertainty of acquiring land in a timely and efficient manner.</p> <p>This could lead to programme delays, which in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>	20	19
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed</p>	18	13

<p>2016-2021 may result in the withdrawal of funds.</p>	<p>efficiently. A Senior PM has been appointed to undertake this.</p>		
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The control period 2016-2021 presents sufficient time at this point to achieve this.</p>	<p>14</p>	<p>13</p>
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required in the north west quadrant, previously owned and sold by CYC, is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC, however this has now been agreed, albeit in a limited area of land.</p>	<p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then changed their requirements. Then they wanted the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>Feb 2018, the landowner went back to the original offer. This is currently being explored.</p> <p>A mitigation plan to allow the construction stage to commence without taking the</p>	<p>19</p>	<p>19</p>

	<p>NW quadrant has been developed.</p> <p>April 2018 - Negotiations are now in progress and look promising, the level of risk is slowly reducing.</p> <p>Aug 2018—While negotiations and conveyancing is in progress and appears to be constructive, the mortgagers (HBOS) are now looking at the deal struck between the owners and CYC.</p> <p>Sept 2018 - The scrutiny by HBOS over the purchase of the land on the NW quadrant is a cause for concern. This is currently holding up the completion of sale of land. At worst they could take out an injunction to stop the work. There is a contingency plan in place to enable the junction upgrade to operate in spite of this.</p> <p>October 2018 - Ditto Sept 2018, however nothing has been heard from the owners. The contractor has been instructed to continue to undertake the works until further notice. As explained above the junction improvement can be completed to enable it to operate without the additional land.</p>		
<p>WYCA recently received the YORR Final Business</p>	<p>The Project Team is pursuing</p>	<p>18</p>	<p>12</p>

<p>Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p> <p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p>	<p>this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>		
Reports to	Project reports into the Transport board; Project Board and Lead Member Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	LTP4, Local plan		

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p>
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Project title	Housing Development Programme (HCA Partnership)
Reporting period	October 2018
Description	
Programme of council-led housing delivery in partnership with the HCA.	
Current status	
AMBER	
<u>Lowfield</u>	
<p>The process for procuring a building contractor to develop the housing and associated infrastructure at Lowfield has begun. The first stage of the procurement process through Homes England's Development Partner Panel 3 (DPP3) has been issued. This is an Expression of Interest document which includes a brief for the site and our expectations. This allows any of the members of the DPP3 framework to express an interest. If more than five companies express an interest then a sifting process is required to reduce the number of companies who can take part in the tender process. The expression of interest closes on 23.10.18.</p> <p>Turner and Townsend have been appointed as out project management and cost consultancy support for Lowfield. Turner and Townsend were successfully appointed following through a procurement competition on the Crown Commercial Service framework. Turner and Townsend are now supporting our architects, BDP, in the preparation of tender documents to procure a building contractor for the site.</p> <p>Interviews are taking place w/c 15.10.18 to appoint a Housing Development Manager within the council. This post will be the client side project manager for the Lowfield development, leading on all aspects of development including procurement, legal, contractor management, cost control, health and safety, sales and letting and liaison with local stakeholders.</p>	
<u>Askham Bar and Burnholme</u>	
<p>Documents are being produced in respect of the procurement of an architect and multi-disciplinary design team to take forward the sites at Askham Bar and Burnholme. The procurement process will be an OJEU compliant competition. It is hoped that an architect will be in place in early 2019 to start progressing these sites.</p>	

Programme Funding

An application has been submitted to the Ministry for Housing, Communities and Local Government in respect of raising of the Housing Revenue Account borrowing cap. A decision was due in the Autumn. However, since this time the government has announced its intention to remove cap limits on HRA borrowing with the detail and expected timing for implementation due to be announced in the Autumn statement on 29.10.18. The outcome of this announcement will significantly influence the development of a revised HRA Business Case (to be considered by Executive this winter) and the council's potential to develop housing at scale.

Future outlook

Lowfield

A risk workshop will take place involving our appointed employers agent support team at Turner and Townsend. This support will also inform the further development of the project plan.

Work will continue to prepare the tender documentation for the building contractor for Lowfield. This is likely to require a sifting exercise with details to be agreed by the Housing Delivery Working Group. The sifting process will narrow down the number of contractors to a shortlist of around five. These five will then be required to compete through an ITT. The selection criteria for the ITT process will be approved by the Housing Delivery Working Group. The ITT is scheduled to be issued in January.

Work will progress in respect of procuring enabling works to help prepare the site for development prior to the appointed building contractor getting on site.

A council project manager will be appointed subject to successful interview.

Askham Bar and Burnholme

The formal procurement process leading to the appointment of a multi-disciplinary design team will take place to help progress the delivery of the above sites.

Duncombe Barracks

Executive and Council will be asked to approve the purchase of the former

Duncombe Barracks site in October. If approved, a planning application will be prepared and this site added to the scope of the Housing Delivery Programme.			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Failure to obtain Executive approval to suitably resource the project	Formulation of a business plan to include financial modelling, a project plan and a risk register	19	18
Failure to obtain planning permission at Lowfield If plans do not obtain planning permission the developments cannot go ahead	<ul style="list-style-type: none"> Public consultation with local residents and ward councillors Pre-app submission to planning to obtain opinion prior to formal submission Input into local plan such that sites are suitably considered for residential development Use of planning professionals and architects in preparation of application 	19	18
An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects	<ul style="list-style-type: none"> Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs Continued re-appraisal of scheme to help bring costs down where required Cost control as part of project management on site 	20	18
A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project	Long term housing trends have shown a significant rising market. Close liaison with local estate agents to understand the York market and likely asking prices for houses on proposed developments. York has a	19	14

	<p>strong housing market.</p> <ul style="list-style-type: none"> Continued monitoring of housing market Options to amend projects to reduce costs and therefore maintain the required financial margin Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties 		
Reports to	<p>Project team consisting of officers at the council who will advise on specialisms such as legal, housing, finance, and procurement. This project team feeds into the Housing Delivery Programme Board, which consists of senior officers and managers. The board guides decisions shaping the programme, setting objectives, scope, and timelines for projects. The board reports into the HCA as part of the partnership arrangement as well as One Public Estate. When milestones are met the programme will report into 'Capital and Asset Board' and 'Health, Housing and Adult Social Care' and 'Employment and Place' Management Teams for co-ordination and major project issues. Decisions taken by the Council Management Team followed by Executive.</p>		
Exec member	Cllr. Helen Douglas		
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme</p> <p>http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</p> <p>December 2017 Executive Meeting</p>		

	<p>Establishing a Delivery Model and the Scope of the Programme http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=931</p> <p>July 2018 Executive Meeting http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</p>
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Project title	Specialist Therapeutic Short Breaks
Reporting period	October 2018
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	
<p>GREEN</p> <p>Planning</p> <ul style="list-style-type: none"> • Responded to planning queries and objections 	

- Planning committee is likely to be November
- We have submitted a separate planning application for the Substation.

Procurement

- Have used the Pagabo Framework to complete stage 1 of the procurement exercise. Identified a preferred contractor and will be working with them to achieve financial efficiencies from their supply chain and experience and work towards a GMP.

Design

- We have completed RIBA stage 4A design.
- Interior design workshop has taken place with key stakeholders and an engagement pack has been developed to gain further feedback on interiors, themes and name with staff, parents / carers and children and young people.

Communication

- On line monthly updates have been circulated to all stakeholders.
- Design planning group continues to adopt a co-production approach of involving front line staff and parents.

Finance

- 4A cost plan received. 5% over budget but it is anticipated that this will be addressed through the early contract involvement
- Capital bid for replacement funding has been submitted to NHSE for £976 050. Sign off is through regional and national NHSE. Anticipated decision in principle should be December.

Future outlook

- Conclude stage 2 of the procurement exercise
- Agree contractors proposals and contract sum
- Continue interior design work and conversations with stakeholders
- Complete a detailed design assessment
- Outcome of the planning application
- Outcome of DfE section 77 application
- Agreed if we are proceeding with the preferred contractor through to the construction phase or going back to procurement for other contractors.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Costs increase and exceed	• Finance reporting at every	20	21

allocated budget	Project Board		
	<ul style="list-style-type: none"> Identified finance lead 		
Planning application delayed or refused	<ul style="list-style-type: none"> pre application work with planning officer to address issues proactive engagement with local community proactive engagement with planning officer / department Anticipated issues addressed as part of feasibility 	23	23
Section 77 application to DfE to build on playing fields delayed or refused	<ul style="list-style-type: none"> Early initiation, involvement of CYC lead, conversation with DfE lead, compensation and mitigation in place 	23	18
Parents are not happy with the process and or the proposed changes to provision	<ul style="list-style-type: none"> Co production approach Resource committed to managing co production and engagement plan Project Board report 	21	19
Playing fields compensation can not be delivered at back of school	<ul style="list-style-type: none"> Contract landscape architect to scope out the works, issues and risks. 	23	23
Reports to	<ul style="list-style-type: none"> The project is accountable to a Project Board chaired by Eoin Rush – Assistant Director Children’s Specialist Services. The project board contains representation from the Children’s Social Care, Health, Education, Adult Services and Finance. The Project Board is accountable to CEC DMT. The project sponsor is Eoin Rush / Jon Stonehouse. 		
Exec member	Cllr Keith Myers		
Director responsible	Maxine Squire – Interim Director of Children, Education and Communities		
Dependencies	None		

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf</p> <p>Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf</p> <p>Executive April 2018 - Revised Recommendation in Relation to the Capital Budget http://democracy.york.gov.uk/documents/s122950/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf</p>
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Project title	Provision of School Places
Reporting period	October 2018
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	
AMBER	
<p>Throughout late 2018 the major focus of the project is on communicating the project approach and headline figures of future need for school places in each of the 4 secondary and 17 primary planning areas. This builds upon earlier project work in 2017 and 2018 to forecast the number of school places that will be required until 2023 and building a robust and resilient data model to take account of all related variables as they change. The main variables are capacity, births, migration, additional housing and parental preference.</p> <p>Throughout 2018 the project has been focused on communication – principally with schools and multi-academy trusts – relating to the 2018 dataset that was itself a product of capacity, data modelling, and forecasting work undertaken in 2017. The project has also begun to incorporate many statutory tasks and processes within the project framework to aide the project's aims - these include annual processes around school admissions and school buildings.</p> <p>The project has five major work streams: capacity; communication; data modelling; forecasting; and policy. Many of these are by the nature of the</p>	

project and subject area annual or cyclical in each school year, with many related dependencies between them.

Capacity

- Following site visits the capacity of each school's estate has been recalculated and revised creating opportunities for increasing the number of school places in some schools through identifying some potentially available teaching spaces, or those that could be recommissioned from alternative uses.
- This process has now been completed with any outstanding issues from the 2017 exercise rolled over into the 2018 exercise - this increased scope of this part of the project should mean all issues and a more accurate baseline for capacity can be in place from the start of 2019.
- Producing and signing off 'Net Capacity' calculations. This data has now been fed into the 'SCAP' process with central government, where it will be used for future funding calculations, and following the completion of all analysis, will be formally made available to schools.

Communication

- The formation of draft admission policies and numbers for the 2020/21 school year has now been completed and a public consultation commenced 08 October 2018, including several revised admission numbers. Also the publication of detailed forecast information for each primary and secondary planning area.
- Ongoing communication with education providers continues with local schools and academies in the city. Schools continue to approach the LA where they wish to propose their own visions for expansion. Many of these conversations have led to options that can be presented in the PAAPs.
- Worked with schools and academies to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs). The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and they now include i) data on the expected number of additional dwellings and pupil yield per year; ii) the effects of additional strategic housing sites on demand in the year of entry; and iii) the effects of additional strategic housing sites on demand in other year groups.
- We continue to offer schools and academies the opportunity to discuss trends and findings in forums such as groups of schools in clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings

have taken place and many more continue to be planned to take place throughout this school year.

- Continued project planning regarding communication with residents, elected members, and with others partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites continues as do those with those officers overseeing the draft Local Plan and future infrastructure plan for the city.

Data Modelling

- Provisional submission of the annual SCAP process in July 2018, for central government review and formal sign off later in 2018. Having only had minor feedback to date, we expect to formally sign off SCAP late in 2018 with no changes.
- Additional sufficiency data for all year groups has been submitted to the DfE in October 2018.

Forecasting

- Continued development of parallel data sets where significant housing is proposed, and these forecasts used to plan for future need. Several data analyses and reports have been modelled that can be deployed where there is a need for an in-depth analysis of pupil attendance and preference trends to aide discussions on the future planning of school places and admission arrangements.

Policy

- Outline commitments of Basic Need funding for the high-level priority areas that future spending needs to address, including supporting the growth in the numbers of pupils with additional needs.
- Delivery of a very small number of basic need funding schemes for the current and upcoming financial year.
- Annual refresh of admissions and school places policies have been undertaken in September and October 2018, with partners including other admission authorities. These changes have led to a more robust set of policies and extended provision for previously looked after children in line with central government guidance and best practice.
- Development of a detailed policy approach to be shared with senior officers and members in late 2018, and with schools this school year.

Future outlook

The main focus of this period:

Capacity

- Signing off capacity figures with individual schools. Whilst a more detailed capacity review than was first envisaged was undertaken (which has delayed the completion of this workstream) this will lead to a better baseline of total city-wide buildings capacity going into 2019.
- Following the initial submission of the annual 'SCAP' return, we have received and responded to some queries from the Department for Education. This process continues for 2018 in coordination with the DfE, with final formal sign off expected to take place in the Autumn term.

Communication

- Continued engagement with local schools and academies to gather their views and identify any potential plans about how they could assist in providing for future need.
- Finalising and publishing Planning Area Action Plans (PAAPs) for 17 primary and 4 secondary planning areas across the city, as well as city wide headlines at primary and secondary level.
- Identify related projects that may arise as a result of this project's findings. Some initial projects have already been identified and these proposals will be included in the PAAPs.

Forecasting

- Continue to refine additional data into the PAAPs on expressions of interest; funding; land availability and actions required in the short, medium and longer terms (where significant housing is proposed to plan for future need) for each area.

Policy

- Update and seek authorisation regarding project approach, scope and processes.
- Identify options for further schemes and submit onto the Forward Plan and progressed through the Executive Member or Executive processes.
- Update and review policies for Housing Developer Contributions (HDCs)

for current and future developers.

Project Plan

- Further develop, communicate and agree the project plan.

- Recruit to project support post to take forward the later stages of the project into an implementation period.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
The project delivers a sufficient number of places but with a cost per place that is too high – stretching the ability of funding to meet all needs. New places created are of a high per pupil cost.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
The project delivers a sufficient number of new places before these places are required by residents, leading to under subscription of other schools.	Engagement with stakeholders (schools, MATs, DfE, developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA manages supply to minimise significant under subscription at existing schools. Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need	19	13
Multi Academy Trusts (MATs) with schools in York do not engage with the project to	Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs	19	12

deliver sufficient school places on existing sites.	with data and potential solutions.		
Housing developer contributions (HDCs from S106/CIL), direct CYC funding planned for and Basic Need (BN) capital funding for government is insufficient (when taken together) for the total costs.	Plan for the estimated costs of educational infrastructure early as part of the Local Plan process - identifying indicative costs and recognising that HDCs and BN will not meet total funding requirement.	19	13
Data quality is low, inputs are delayed, or assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts	Quality assuring methodology with DfE through SCAP process, and internally delivering this work through Business Intelligence	18	12
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board		
Exec member	Cllr Keith Myers		
Director responsible	Maxine Squire – Interim Director of Children, Education and Communities		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf		

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	October 2018
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>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual 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. 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	
AMBER	
<p>AWRP has been operational since the beginning of March. NYCC and CYC finance are closely monitoring performance (financial and non-financial) and are working closely with Amey and YorWaste to ensure that any issues are identified and measures are put in place to ensure that the facility is operating at its optimal level.</p> <p>The first planned (early October) shut down has been a success and it has allowed some technical and operational issues to be ironed out.</p> <p>Work is progressing on strengthening joint arrangements between NYCC and CYC. This is likely to involve joint structures. Work on this is progressing with Legal teams and is expected to be completed with April 2019.</p>	
Future outlook	
<ul style="list-style-type: none"> • Continue work on the detail of the strengthening of the joint working with NYCC. • Continue to monitor the performance of the facility. 	

Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward. Process now nearing completion and will be ready for agreement in the autumn.	19	14
Residents don't see the benefits of the Waste strategy.	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy. Key communications staff key into the project. Work ongoing with the contractor on educational programme.	15	14
Changes in government and/or government policies /legislation	Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.	22	13
Reports to	North Yorkshire County Council manage the project. The project reports into a Joint Project Board with representatives from Amey Cespa, the investors, NYCC and CYC.		
Exec member	Cllr Andrew Waller		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been	Economy & Place Scrutiny Committee October 2017		

<p>to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>http://democracy.york.gov.uk/documents/s117446/Allerton%20Park%20PP%20Presentation.pdf</p> <p>Economy & Place Scrutiny Committee March 2018</p> <p>http://democracy.york.gov.uk/documents/s121801/AWRP%20project%20update%2026-2-2018.pdf</p> <p>Executive April 2018 Allerton Waste Recovery Park</p> <p>http://democracy.york.gov.uk/documents/s122959/AWRP%20project%20update%2013042018%20final.pdf</p>
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Project title	Library Procurement Project		
Reporting period	October 2018		
Description			
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries & Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>			
Current status			
GREEN			
<p>This period has involved further bidder meetings and technical ITT conference calls to ensure ITT solutions are achievable. The outcome of these sessions has been 140+ technical questions around the tender.</p> <p>One particular clarification question has resulted in the need to put back the tender by two weeks with a revised tender submission date of 19 November 2018.</p>			
Future outlook			
<p>The next period will see tender returns being submitted with these being supported by a presentation from each bid team.</p> <p>The evaluation panel is set up and dates are confirmed and planned with all the participants invited. The evaluation process will be done in two stages. The first one will be to read the bids in full and then make any clarification questions back to the bidder to ensure all the information is understood. The second stage will be to score individually and then as a group, using the two external experts to offer their expert opinions.</p>			
Key risks			
Risk (brief description)	Control/action	Gross	Net

/consequence)			
<p>CYC receive no bids from the open procurement approach taken</p> <p>The current contract with Explore would have to continue, with pre-determined costs</p>	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator</p> <p>Soft market testing has been conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3.</p>	19	13
<p>Condition reports of the current library buildings have highlighted C£3m of costs in the next 20 years and no budget in the current revenue budget</p>	<p>Library contract will need to clearly identify repair liability and seek capital to resolve the lifecycle replacement costs which are already know.</p> <p>Officers to request budget from the capital programme to allow the repair liabilities to be confirmed in the procurement approach.</p>	20	15
<p>The current budget spent on ITT is C £400k per annum. The current library operator buys all services back from CYC ITT. The open procurement process will set out that CYC will provide the fibre broadband network and public Wi-Fi service to the bidder with the cost being top sliced from the available library budget.</p> <p>The library operator will be free to choose how to provide all other hardware and software. There is a</p>	<p>Working with Roy Grant, Nigel Oats and Laura Conker to establish true costs and options to minimise these costs.</p> <p>Further detailed work required to unpick services that have always been provided by CYC to the library operator that in future are optional. This will take time and technical expertise by CYC ITT team.</p>	19	19

<p>risk that if the library operator chooses not to use the council for provision of hardware and software the Council will be left with some fixed costs that it is not able to defray in the short-term. This could be up to £70k in the first instance. In this case, there could also be some redesign work required to separate out the connectivity layer.</p>			
<p>Reports to</p>	<ul style="list-style-type: none"> - Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making. - The project will be managed day to day at a service level, with a project manager and a working group to support technical input from across the organisation as required. - Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making. 		
<p>Exec member</p>	<p>Cllr Nigel Ayre</p>		
<p>Director responsible</p>	<p>Maxine Squire – Interim Director of Children, Education and Communities</p>		
<p>Dependencies</p>			
<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p> <p>Scrutiny Report, May 2018 Library Service: Comprehensive Statement of Need http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments Explore York Libraries & Archives</p>		

<http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf>

Executive June 2018 – Procurement of Operator

<http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf>

Project title	Housing ICT Programme	
Reporting period	October 2018	
Description		
<p>The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Repairs Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.</p>		
Current status		
Green		
General:		
Status:	Green	On track and/or no major issues being encountered.
<ul style="list-style-type: none"> • The programme status remained at Green this month following the issue of the Invitation to Tender on the 28th September. This means we now have a live procurement process underway. So far we have received expressions of interest to be able to access our tender documents from 6 suppliers (Capita, Civica, MIS, Orchard, Aareon & ValueWorks). So far two clarifications have been received. Progress remains on track with the programme overall. • Detailed evaluation planning is now underway and a plan of all evaluators and timeline is on this month's agenda. A full list of evaluators across Building Services, Housing, ICT and BI have been agreed and the timeline now drafted to complete evaluation by Christmas. Rooms have been booked and all invites will be sent in the next week. A final approval paper will be presented at the Exec Committee meeting on 17 January for sign-off of the chosen solution. • Service design workshops to design the future 'to-be' journey, identify data requirements and where the new technology solution can enable better processes for Housing Services are now underway and will continue right through into December 18. Key themes emerging from the workshops that will affect successful transformational change and culture change are being identified by the business change workstream so that the business can identify activity or mitigations to these as the programme progresses. An early summary of these is on this month's agenda for an initial discussion. • The detailed programme plan and plan on a page procurement timeline have been updated. A monthly update has been issued to Mike 		

Richardson as the HHASC Directorate Lead for the Corporate Assurance Group ahead of a programme audit by Veritau this month.

- New programme branding for formal documents, presentations and email signatures is now in place for the programme team and is being used to give the programme more identity. An update on programme progress will be sent via Housing and Building Services Newsletter this month as well as being featured in Buzz using the new branding.
- A full review of programme risks has now been completed and a number of key risks previously not reported on have been added to the RAID and all mitigations now added. A summary of these risks were reported last month and additional risks added as part of the discussion at the last Programme Board have been added to the full RAID document.
- The Housing ICT Programme Technical Project Officer secondment from Housing is moving to work in the ICT Digital Services Programme. A full assessment of workload on the programme, workload from Housing and available work on the DSP was carried out by DK and KR and IC was offered the option to return to the substantive role in Housing or move to ICT. The ICT team will pick up the cost for this role being seconded to them from the 1 November 2018.

Business Change

Status:	Green	On track and/or no major issues being encountered.
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- Full User Group meeting held mid September:
- Activities around communication, how everyone takes in information differently, learns differently undertaken with SMEs. For many gave them greater insight and understanding into the different ways they need to share information.
- Further stakeholder identification and segmentation undertaken with SMEs.
- Communication Plan being updated following Stakeholder identification.
- Programme vision shared with SMEs, all aware of the scope of the programme – Business Transformation – ICT solution will underpin but work/development required around Culture, Communication, Working relationships etc.
- ‘To be’ process re-engineering workshops commenced.
- Workshops identifying themes to be addressed through change management work stream.
- Meeting with Building Services, Service Managers at their request to give an overall update, reassurance around the processes workshops, SMEs and their involvement with the process and freeing up of SMEs

from the day job, evaluation and potential time requirements from going forward.

ICT

Status:	Green	On track and/or no major issues being encountered.
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- NPS Account Meetings held on 5th September and 1st October 2018 to discuss Housing and Rev's & Ben's database split and ongoing business as usual requirements i.e. GDPR, also procurement of the new Housing and Building Services system via the LASA framework.
- Initial ICT resource planning for evaluation of Tenders received and for site visits and demonstrations is ongoing.
- Technical Assurance Group meetings continue with meeting held on 12th October 2018, to discuss the NPS Account Meeting and SX3 Split project, requests from Building Services for improvements to current system functionality and the Right To Buy change request.
- Report produced for Housing ICT Programme and ICT Boards to gain approval to proceed with the SX3 Split project and to procure the initial consultancy required from Northgate.
- Current SX3 contract is with NPS and CYC Legal teams. SX3 Split may require a new contract, or multiple contracts for Housing and Revenues & Benefits systems.
- Spreadsheet recording the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems is ongoing.
- GDPR connect module has been purchased.
- Consultancy required from Northgate for development of the current NPS Housing and information@work bespoke interface (INT620 / INT624) this has been procured however, Northgate have yet to provide dates when this will be delivered.
- Information@work retention module is now available in test.
- Work on project managing replacement of Gandlake Laserserve with Canon printing software is ongoing. Including facilitating stakeholder engagement, solution testing and transition to Canon software.

BI Hub

Status:	Green	On track and/or no major issues being encountered.
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- Investigation of reporting implications of field additions to Servitor complete.
- Support to project at technical assurance group.
- Support to project to review and feedback on ITT Parts 1 and 2.
- Support on Data Quality paper.
- Documenting sx3 schema for data migration.
- Prepared ClearCore for the addition of data about household members.
- Reviewed the SX3 split documentation and continues to provide minor support to looking at data structure of Sx3 to be able to support split.
- Data Quality – BI have built and demonstrated to project team and now other Housing team members a set of “dynamic” reports, which contained the personalised information that needed to be changed and were accessible through the KPI machine.

Future Outlook

General

- Development of the programme assumptions and dependencies continuing.
- Continuing tender process – planning evaluation methodology and SME involvement and responding to clarifications.
- Review of stakeholder engagement and communication strategy completion.
- Data resource paper decision and next steps in place.
- Implementation planning starting and team/resource requirements being planned.
- Programme audit taking place.

Business Change

- Service re engineering workshops to continue throughout October and into November.
- Through workshops identify key themes, pulling together a Business Readiness Assessment with action plan (Nov/Dec 2018).
- Continue to attend Service Manager Meetings.
- Plan feed back sessions for ‘to be’ re engineered processes which are likely to be January 2019.
- Participate in and support SMEs through the evaluation of tenders process.
- Continue work on systems analysis, identifying any potential quick wins for the business.
- Continue to investigate pockets of data identified outside of main

systems and assess their value for migration.

- Continue to review system architecture linking to identified pockets of data, data issues etc working closely with colleagues from the IT work stream.

ICT

- Plan ICT resources for evaluation of tenders, site visits and system demonstrations.
- Develop recommendation for change request for Right to Buy implementation on SX3.
- Research requests from Building Services for improvements to current system functionality, timesheets on Total Mobile, auto-financially complete' jobs and use of Planned Maintenance Module for facilities cyclical jobs on Servitor.
- Initiate SX3 Split project by arranging and procuring initial consultancy if approval received from Housing ICT Programme and ICT Boards.
- Recording on the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems to progress.
- Continue to identify costs, process and resources required to deploy GDPR and File Retention policy on Servitor, SAM and other housing systems.
- Progression of Gandlake Laserserve replacement project.
- Scoping initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the system to be identified.

BI Hub

- Work being undertaken within Building services reports for v.2 reporting based on servitor fields.
- Data quality work based on paper. Technical documents around MDM and LLPG, reporting architecture created for the CRM project. These will be shared and discussed with technical assurance group for further thinking.
- No monies spent since last board by Business Intelligence (except the Building services V.2 reports).

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Inability to recruit/ assign/ retain	Funding for resources approved in business case.	20	20

appropriately skilled & experienced resources to the programme.			
<p>Inability and/or unwillingness to adopt new ways of working and/or technologies.</p> <p>Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers.</p>	<ul style="list-style-type: none"> - Stakeholder engagement and communication plan and comprehensive and regular communications with all business areas. - Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme. - Sufficient staff training programme which runs alongside rollout of new system. - Any areas of extreme concern or resistance reported to HSMT/BSMT and discussed as to what appropriate actions can be put into place. - Ongoing positive sell from senior management teams to ensure engagement across services and beyond. - Ongoing engagement of staff inputting into the programme and testing. - Co-ordinated communication plan for customers and investment into training for digitally excluded customers. 	20	20
<p>Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities.</p> <p>Failure to deliver aims & objectives to agreed cost</p>	<ul style="list-style-type: none"> - Change management process. - Contingency planning. - Effective communication corporately and across Housing & Building Services. - Clarity at the end of Phase 1 April 2018. 	20	20

and quality.	- Compliance with corporate governance requirements plus high profile & commitment at all levels of the organisation.		
Inability of new system to integrate and/or interface with other corporate and/or external systems.	<ul style="list-style-type: none"> - SMART requirements. - Comprehensive detailed ITT. - Clearly defined contractual agreement, expectations, requirements and selection criteria. - Technical Assurance Group. - Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. - Lead person with an understanding of the needs of the service areas. 	20	20
Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.	<ul style="list-style-type: none"> - Data cleansing. - Detailed data migration strategy. - Appropriate specialist involvement. - Lead person with an understanding of the needs of the service areas. 	19	20
Reports to	A Project board has been set up which reports into the HHASC Directorate Management team.		
Exec member	Cllr. Helen Douglas		
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

