

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 Phase 2(ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Green	Green	Same
Community Stadium	Green	Green	Same
Adult Social Care – Future Focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing Delivery Programme (HCA partnership)	Amber	Amber	Same
Centre of Excellence	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Housing ICT Programme	Green	Green	Same
Smart Travel Evolution Programme (STEP)	Amber	Amber	Same
Flood Risk	Green	Green	Same
City Centre Access Project	Amber	Amber	Same
Parking Review	Green	Green	Same
Children in Care Residential Commissioning	Green	Green	Same
Inclusion Review	Green	Green	Same
Be independent	Green	Green	Same

Detailed Updates

Project title	Older Persons' Accommodation Programme Phase 2
Reporting period	August 2019
Description <p>To provide, and ensure the provision of, a range of accommodation to address the housing (and care) needs of the city's older residents. 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 population. This will:</p> <ul style="list-style-type: none"> • Deliver a 10 unit extension and refurbishment of Lincoln Court Independent living scheme • Build a 29 unit extension to the Extra Care scheme at Marjorie Waite Court, plus provide 4 bungalows on the site • Carry out community and stakeholder engagement to establish the demand for specialist older person's housing and the issues facility residents of the city in relation to age related housing. • Complete 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. • Complete the transfer of Haxby Hall care home to a care provider who will extend and enhance the provision on site. • Review the Council's Independent Living stock to ensure it meets the needs of existing and new tenants and to seek opportunities to increase its capacity. 	
Current status GREEN Programme Wide. <ol style="list-style-type: none"> 1. We have now launched a city wide consultation into how residents want to live in their later years, what is important to them about where and how they live. We had 100 responses in the first 2 days. The survey is available on line and in paper format. The survey is being supported by meetings and workshops to discuss the issues staff have attended a number of sessions with stakeholder groups. 2. The system review of the council's extra care model has completed its initial findings. These were reported to the extra care working group. A 	

shared vision for extra care is being developed, the component elements of this will then be defined and specified so that all residents and staff have a joint understanding of what is expected in the schemes.

Burnholme Health & Wellbeing Campus

1. Care home construction progressing well.
2. The next resident's newsletter will be delivered to residents and stakeholders next week.
3. The Sports centre redevelopment works are progressing well and the project is still on schedule to be completed by the end of October. The sports hall is now closed for redevelopment work for a 4 week period. The 3G pitch is still in operation.
4. GLL are preparing for their mobilisation of the site. Agreement has been reached on the Audio Visual equipment to be supplied, the sports equipment etc.
5. The sports project is being managed within the project budget.
6. The pitches are establishing well and will be ready for use in September 2020.
7. Fencing has now been erected around the pond and pitches.
8. The JRHT appointed contractor has carried out work to redirecting the cycle track and replacing the track lighting. The track will now open when the work to create level access to the changing rooms is completed.

Oakhaven Extra Care Facility

1. Soft market testing for site options is continuing. Developers have been consulted about options for extra care schemes. No developers have been able to offer a viable extra care scheme for the site.
2. We have received an offer to buy the site for a care home, however stakeholders have expressed a desire to see independent living facilities on the site

Marjorie Waite Court Extra Care scheme

1. Work is progressing well on site.
2. The project is being delivered with residents remaining in the existing part of the scheme, fire evacuation procedures, bin store location etc are being changed a number of times throughout the project. Residents are being kept informed and are not reporting any concerns.
3. Brick work is complete on 2 of the bungalow plots. Roof tiling on these

bungalows now complete.

4. No current issues or risks reported.
5. The project is being managed to incorporate some of the lessons learned from the Glen Lodge development. There is a focus on staff and resident engagement, communication between teams and ensuring that the existing and new build elements of the scheme are well integrated.

Haxby Hall

1. Following a Procurement exercise Yorkcare Homes have been selected as the preferred bidder to take forward the transformation of Haxby Hall care home. The scheme is reliant on the acquisition of the adjacent ambulance station. A possible site has been identified for the provisional of the ambulance station.
2. A revised draft design for the Ambulance station on York Rd has been developed following feedback from the council's landscape architect. This now minimises the impact on the surrounding residents and the mature trees.
3. CYC architects are now working with Yorkshire Ambulance Service to finalise the design for the new station.
4. YAS are drafting a letter of intent to demonstrate their commitment to working with CYC on the project.
5. We now have provisional approval from the Yorkshire Housing to sell the site to CYC for the ambulance station, subject to planning approval. The draft designs have been shared with YH for comment.
6. Yorkcare are still keen to take the scheme forward and are hoping to complete the transfer by the end of 2019/20.
7. Work is progressing on the suite of legal documents required.
8. Resident and staff engagement at Haxby Hall is planned. Engagement with the neighbours of the planned Ambulance station site is required before Yorkshire Housing will progress the sale documents. This is planned for later this month.

Lincoln Court

1. A temporary diversion of drains has been instructed to help address a Centre of Excellence planning condition. Getting this drainage work agreed has caused a short delay to the work schedule.
2. Piling work is underway for the foundations to the new apartment

extension.

3. The old communal lounge has been demolished and removed from site.
4. Following a detailed asbestos survey, all asbestos has been removed from the site and a full strip out of the existing apartment blocks has been completed.

Lowfield Care Home

1. The first stage of the procurement of a care home operator on the Lowfield Green site has been completed. The project team have evaluated the bids and the ITT stage is now underway. This process has learned from issues faced by previous procurement exercises in the programme.

New Independent Sector Extra Care Provision

1. JRHT are progressing with their replacement care home and extra care units at New Lodge. They have approached us to assist with marketing, stakeholder contacts and information distribution about the availability of the properties. The first phase is now due for completion in Autumn19.
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.
3. Work is progressing well on site to construct a new care home on the former Fordlands care home site and is due for completion by December 2019.
4. A number of developers have approached CYC for planning or policy advice on the development of extra care and care home schemes across the city, there are currently 3 potential commercial extra care schemes.

Crombie House

1. Initial scoping and feasibility work has begun on the potential to redevelop Crombie House, when vacant, for accommodation for adults with learning disabilities. Housing Development, ASC and commissioning working together on this.

Future outlook

Over the next Month,

- Executive will receive a report requesting approval for the land deals related to the Haxby Hall redevelopment scheme.

<ul style="list-style-type: none"> Engagement sessions with residents and staff at Haxby Hall will be held. Residents neighbouring the site for the replacement ambulance station will be consulted. Demolition work will begin on the centre of excellence, which may cause disruption in the community around Lincoln Court. Feasibility work will continue on the option to provide independent living accommodation on the Oakhaven site. Work will continue on the Lincoln Court, Marjorie Waite and Burnholme schemes. The Older People's Accommodation Consultation will close and the results will be analysed. 			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
<p>There is insufficient funding to deliver all of the elements of the project.</p> <p>Consequences The Programme does not progress.</p>	<ul style="list-style-type: none"> Sale of vacant OPH sites and land at Burnholme. <p>Actions</p> <ul style="list-style-type: none"> Alternative sources of funding to be identified and secured in order to achieve full project. 	19	1
<p>Increase in interest rates would impact negatively on borrowing.</p> <p>Consequences Investment doesn't go ahead.</p>	<ul style="list-style-type: none"> Use of capital receipts rather than borrowing. <p>Actions</p> <ul style="list-style-type: none"> Ensure impact is capped or controlled through the contracts. 	19	8
<p>Project does not deliver the right number and type of care places required by the City.</p> <p>Consequences Needs remain unmet.</p>	<ul style="list-style-type: none"> Regular market review. <p>Actions Modelling of predicted care levels to look at effect of the provision of different no's of care places by type.</p>	19	6
<p>The cost of running an in house extra care model becomes prohibitive - Extra Care models are traditionally delivered by housing associations who commission a registered care provider to deliver on site planned and reactive care. The CYC model</p>	<ul style="list-style-type: none"> Business and financial management. Options to combine on site care and housing teams to bring efficiencies being considered. <p>Actions</p> <ul style="list-style-type: none"> Extra care review to address challenges of 	14	9

<p>is delivered by Housing management services and the council's care team. This service costs the council more than similar services purchased at Auden house, but allow flexibility and assurance. However as the number of extra care units is increased the cost of care at these schemes will also increase. This may highlight the cost difference between the inhouse and commissioned services. Recruitment, staff morale and ultimately service delivery may all be affected if we move to a commissioned model.</p> <p>Consequences Delay to change</p>	<p>current extra care model and propose a way forward. The risks of any change will be covered in the review.</p> <ul style="list-style-type: none"> - Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development. 		
<p>Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.</p> <p>Consequences Reduction in the number of new units of care accommodation delivered and, as a consequence, the increased pressures on the care system in York and upon the health and well-being of older citizens.</p>	<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. <p>Actions</p> <ul style="list-style-type: none"> - Use of skilled advisers. - Pre-planning engagement in order to hear and explain. 	20	19
<p>Delay to the transfer of Haxby Hall care home - A care home developer and provider have been procured to take on the operation of the care home from 1 March 2019. The transfer is subject to the developer having a site that</p>	<ul style="list-style-type: none"> - Regular updates to Director and executive member. Increased resources being put into the work. Preferred bidder working with CYC to progress the work. <p>Actions</p>	21	15

<p>would allow them to develop a new care home in a 2 phase approach. This is reliant on acquiring the ambulance station site. Work is on going to acquire the site, acquire a site to relocate the ambulance station, get planning, design and build an ambulance station. There are risks that:</p> <ul style="list-style-type: none"> • we are unable to acquire a relocation site • we are unable to get planning for a relocated ambulance station • that the cost of relocating the ambulance station is prohibitive • Any of these will then delay or prevent the transfer of the site to the preferred bidder and CYC will have to continue to operate the care home. <p>Consequences CYC will have to continue to operate the care home which is not fit for purpose and expensive.</p>	<p>- A temporary scheme for CYC to run the care home for a further 6 months to 1 year is being considered.</p> <p>Latest Update The transfer of Haxby Hall has been delayed until the relocation of the ambulance station can be secured. The programme is aiming for completion of the transfer of the site within this financial year to avoid on going revenue implications.</p>		
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman and Cllr Denise Craghill		
Director responsible	Corporate Director of Health, Housing and Adult Social Care: Sharon Houlden		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a	<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>		

scrutiny committee)	<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 the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20</p>
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	<p>Accommodation%20Programme.pdf</p> <p>Executive October 2017 - Disposal of Willow House, Walmgate, York http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf</p> <p>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</p> <p>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</p> <p>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</p> <p>Executive February 2018 – Disposal of Willow House http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4</p> <p>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</p> <p>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</p> <p>Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf</p> <p>Executive September 2018 - Demonstrating Delivery of the Older Persons' Accommodation Programme and Preparing for Further Action https://democracy.york.gov.uk/documents/s126105/Executive%2027th%20September%202018%20-%20Demonstrating%20delivery%20of%20the%20Older%20Persons%20</p>
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	<p>Accommodation%20FINAL.pdf</p> <p>Executive October 2018 – A Further Phase</p> <p>https://democracy.york.gov.uk/documents/s127171/Next%20Phase%20nov%202018%20onward%20nov%20exec%20V2.pdf</p>
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Project title	York Central		
Reporting period	August 2019		
Description			
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.			
Current status			
AMBER			
The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 infrastructure is being prepared and will be submitted in late October 2019.			
Procurement by CYC of infrastructure delivery partners is progressing with tender documents issued in February, 4 tender returns were received in April 2019.			
The WY+TF Full Business Case (having been conditionally approved by WYCA PAT), was approved by the Investment Committee in March. The HIF FBC is in 'clarification' stage.			
Future outlook			
The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 infrastructure is being prepared and will be submitted in late December 2019.			
Procurement by CYC of infrastructure delivery partners is progressing with tender documents issued in February, 4 tender returns were received in April 2019, seeking to appoint for PCS in September 2019.			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net

<p>Off plot infrastructure costs are unaffordable, driven by construction cost inflation, professional fees, abnormal costs and funding shortage.</p> <p>Consequences Development does not come forward</p>	<ol style="list-style-type: none"> 1. Infrastructure scheme devised to match available budget 2. Review of funding programmes and opportunities to aid viability of scheme <p>Actions</p> <ol style="list-style-type: none"> 1. Resourcing of controls 	23	14
<p>IP2 Feasibility (Millennium Green Land)</p> <p>- The proposed infrastructure to access the site is not feasible due to adverse reaction and inability to agree terms with Millennium Green Trustees.</p> <p>Consequences Changes to lease agreement required/unable to form an agreement.</p>	<ol style="list-style-type: none"> 1. Early 'positive' dialogue and maintained communication between the Millennium Green Trustees and Working Group. 2. Decision made by CYC Exec to proceed with a western access option (A2) - alignment that does not require MG land (other than reserved land). 3. Legal advisors review of position of Village Green application not being determined and Millennium Green lease. 4. Counsel opinion sought and provided on most suitable strategic way forward (MG/Charities Commission negotiation/CPO/alternative alignment). 5. All terms agreed with MG trustees prior to outline planning submission. All matters agreed and awaiting completion and entering into the final legal agreement. <p>Actions Continued resourcing of the identified control measures.</p>	24	22
<p>HIF - Infrastructure Funding and appetite - Inability to secure all/ some identified HIF</p>	<ol style="list-style-type: none"> 1. The timely and appropriate resourcing of co-development work. 2. Identify what infrastructure is 	22	22

<p>infrastructure funding due to:</p> <p>a) Delivery timescales</p> <p>b) Business case assessment</p> <p>Consequences Scheme does not proceed.</p> <p>Delayed and/or disjointed development of the site.</p> <p>Increased costs attributed wider funding streams.</p> <p>Full benefits not realised.</p> <p>Extended timescales for site delivery</p>		<p>needed and a strategy for how it will be funded in different funding availability scenarios.</p> <p>3. Resource HIF business case development process appropriately.</p> <p>4. Review infrastructure delivery programme and establish date by which RIBA stage 3 and Stage 4 will need to be instructed.</p> <p>5. Agree Governance Arrangements.</p> <p>6. Submission of planning application to assure on deliverability achieved.</p> <p>7. HIF application process has passed into the co-development phase.</p> <p>Actions Continued resourcing of the identified control measures.</p> <p>Update HIF Bid Funding decision waited Summer 2019.</p>		
<p>No availability of land for bridge landing point.</p> <p>Consequence Failure to provide access road.</p>		<p>1. Response from Northern required confirming No Objection to disposal. No other outstanding responses or objections.</p> <p>2. Application for specific consent for disposal to be applied for once Northern response received.</p> <p>Actions Continued resourcing of the identified control measures.</p>	22	17
Reports to	York Central project working group feed in to the York project steering group which feeds Executive, Economic Development and Transport Policy and Scrutiny Committee.			
Exec member	Cllr Keith Aspen and Cllr Andy D'Agorne			

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> <p>Executive November 2016 - Consultation on access options http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Third party acquisitions http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf</p> <p>Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/documents/s115798/York%20Central%20Uupdate.pdf</p> <p>Executive November 2017 - Preferred Access Route and Preparation for Planning http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</p> <p>Executive March 2018 - York Central Access Construction http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive June 2018 – Masterplan and Partnership Agreement http://democracy.york.gov.uk/documents/s124296/York%20Central%20Exec%20Masterplan%20and%20PA%20June%2018%20V7.pdf</p> <p>Executive July 2018 – Clifford’s Tower Visitors Centre Update http://democracy.york.gov.uk/documents/s124737/Cliffords%20Tower%20Exec%20report%20July%202018.pdf</p> <p>Decision Session – York Central Design Guidelines</p>

	<p>http://democracy.york.gov.uk/documents/s125211/Report%20-%20York%20Central%20Design%20Guide.pdf</p> <p>Executive August 2018 York Central Update – Western Access http://democracy.york.gov.uk/documents/s125516/York%20Central%20Update%20-%20Western%20Access%20V8.pdf</p> <p>Executive November 2018 – York Central Enterprise Zone investment Case https://democracy.york.gov.uk/documents/s127174/York%20Central%20Exec%20-%20EZ%20Nov%2018%20v8.pdf</p> <p>Executive January 2019 York Central Partnership Legal Agreement https://democracy.york.gov.uk/documents/s129230/York%20Central%20Exec%20-%20PA%20Jan%2019%20v%2011.pdf</p>
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Project title	Castle Gateway
Reporting period	August 2019
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	
<u>Work Package 1</u> <p>St George's Field - The planning application was ready for submission at the end of July, but unfortunately the Environment Agency have asked for some further information relating to the impact on flood storage of the new access ramp. A meeting has been scheduled for mid-August to reach a resolution and allow the submission of the application by the end of the month.</p> <p>Castle Mills - the final design elements and planning documents are being prepared and the project remains on target for submission at the end of August/early September.</p> <p>Fishergate junction improvements - WSP have been commissioned to lead the West Yorkshire Transport Fund bid for the junction improvements and other highway interventions in the Castle Gateway and wider city and are now working on the proposal to re-purpose the council's outstanding funding headroom from historic projects which are no longer proceeding. Refinements to the final package of options means that the outline business case is expected to be submitted by the end of the month/mid-September.</p> <p>Public engagement - In July a whole summer of events designed to provide the public brief which will shape the future design of the new public space at Castle Car Park and the Eye of York commenced. These have</p>	

been well attended and will continue through to the autumn.

Delivery strategy - a report will be taken to the Executive in October setting out the outline business case for the whole masterplan and the detailed business case for work package 1. This will seek the capital funding required for the first phase of delivery.

Future outlook

St George's Field - assuming the outstanding technical information can be resolved with the Environment Agency the planning application will be submitted by the end of the month.

Castle Mills - The design work is currently being finalised to allow the application to be submitted by mid-September.

Public engagement- a whole series of public events are planned throughout the summer looking at how public spaces can best work, considering the use of greenery, water, play, events and movement. These will shape the public brief for the design of the Castle and Eye of York area.

Castle Gateway events - the programme of events to be curated by York Mediale through the Leeds City Region Business Rates Pool fund have been announced, including the projection of art work on to Clifford's Tower, a community dance event on the car park, and an app based experience telling the history of the area. The Rose Theatre has returned to Castle Car Park and will also run throughout the summer. These events will allow us to understand how best to design the space to accommodate future activity.

Delivery strategy - a series of workshops and soft market testing events are under way to help decide on the recommended delivery strategy for work package 1, which will be taken to the Executive in October.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>The project experiences a loss of public and/or political support</p> <p>Consequences</p> <ul style="list-style-type: none"> • Project abandoned • Reputational damage to 	<ul style="list-style-type: none"> • Clear approved vision for the area • My Castle Gateway engagement • Cross party engagement • Identified political champions 	19	14

<p>the council</p> <ul style="list-style-type: none"> • Abortive costs • Project benefits not realised • Judicial review(s) • Unattractive Castle Car Park remains • Council incomes at risk as Coppergate stagnates • However, Castle Car Park revenue remains • Frees up resource for alternative projects 	<ul style="list-style-type: none"> • Clear articulation of scheme benefits • Clear and appropriate governance arrangements • Effective project management • Commitment to dedicated resources • Executive approvals for work packages 1 and 2 • Public transparency as to issues and challenges to the project • Cost control <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Next stage of the My Castle Gateway engagement about to commence • Continual updates through the My Castle Gateway social media accounts • Ongoing dialogue with all political party leaderships • Attendance at appropriate ward committees and public meetings • Short term and meanwhile uses to build public confidence in delivery <p>Latest Update</p> <p>Following a project risk workshop all major risks have been updated or replaced</p>		
<p>Project partners fail to deliver, impacting on the masterplan</p> <p>Consequences</p> <ul style="list-style-type: none"> • Masterplan vision not realised • Failure to redevelop Castle Museum • YMT hand back Castle 	<ul style="list-style-type: none"> • York Museum Trust/English Heritage/City of York Council partnership • Ongoing Steamrock negotiations • Programme Management • Communication plan • Compartmentalising the masterplan to safeguard 	15	14

<p>Museum or CYC have to fund repairs</p> <ul style="list-style-type: none"> • Decline of tourism and economic benefits • Can't redevelop and realise value from the site at rear of the Coppergate Centre • No capital expenditure or investment in Coppergate Centre 	<p>delivery in sections</p> <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Memorandum of Understanding between York Museums Trust/English Heritage/City of York Council setting out shared ambitions and delivery timescales • Leeds City Region Business Rates Pool funding secured for York Museums Trust to bring forward their design proposals • Ongoing negotiations with Steamrock over lease restructure 		
<p>Planning consent for work package 1 is refused or delayed</p> <p>Consequences</p> <ul style="list-style-type: none"> • Refusal of St George's Field multi-storey car park means Castle Car Park can't close • Refusal of Castle Mills means no financial return to fund the multi-storey car park • Masterplan vision can not be delivered • Masterplan is no longer viable • Public support/ confidence is lost • Political/ stakeholder confidence is lost • Project is abandoned 	<ul style="list-style-type: none"> • Significant public engagement through My Castle Gateway • Communication with Members • Engagement with statutory bodies • Pre-application advice • Respond to and mitigate concerns • Commit sufficient resources <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ongoing dialogue with statutory bodies • Public engagement through My Castle Gateway • Delayed planning application submission to respond to merging concerns and constraints 	19	18
<p>The council's Local Plan is not adopted and/or there are issues with the sections and policies which relate to Castle Gateway</p>	<ul style="list-style-type: none"> • Engagement with the Local Plan team to prepare for the examination • Seek external legal advice • Depth of public engagement 	14	14

<p>Consequences</p> <ul style="list-style-type: none"> • Lack of control over private developer planning applications • Reduced ability to seek developer contributions to deliver masterplan aims • Area of Opportunity policy does not reflect approved masterplan, hindering delivery • Foss Basin apartments can't be delivered due to flood plain designation • Loss of commercial return from apartments means masterplan is unviable 	<p>through My Castle Gateway</p> <ul style="list-style-type: none"> • Work with Environment Agency and flood risk colleagues to explore solutions to flood plain designation <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Engagement with the Local Plan team to prepare for the examination 		
<p>Reports to</p>	<p>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 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</p>		

	<p>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 Cllr Nigel Ayre
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> <p>Executive October 2018 - Proposed Temporary Uses of Part of Castle Car Park http://democracy.york.gov.uk/documents/s126509/Rose%20and%20Viking%20Hall.pdf</p>

Project title	Local Plan
Reporting period	July 2019
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 AMBER <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?CIId=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

Following approval by Executive on 7th March 2019 the Council submitted proposed modifications to the submitted Local Plan to the Inspectors for their consideration. These proposed modifications relate to the updated Habitat Regulations Assessment (HRA), updated Objectively Assessed Need (OAN) and the Green Belt Topic Paper 1 Addendum requested by the Inspectors. The modifications were submitted to the Inspectors on 26th March 2019.

The Inspectors wrote to the Council on 7th March 2019 and requested that the Council undertake a statutory 6 week consultation on the proposed modifications prior to hearing sessions taking place later this year. The Council is currently consulting on the proposed modifications between Monday 10th June and Monday 22nd July 2019.

It is anticipated that following the consultation the hearing sessions will take place in October 2019. A 6 week notice period will be given prior to the hearing sessions.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area Consequence Development exists with out a framework in place to guide and without consistency	Local Plan with associated core documents and evidence base submitted for examination in public. Actions 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 plan isn't adopted in an appropriate timeframe potentially leading to damage to the council's image Consequence Damage to council's image and reputation	Approved LDS completed and Local Plan submitted for examination in public. Actions 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 SEA processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options. Consequence Lengthened Local Plan	Procure appropriate legal and technical advice to evaluate risk as the plan progresses. Actions Appropriate technical support in place and working alongside the Local plan team	19	18

Examination process and potentially judicial review focussed on legality of process undertaken. Consequences in relation to steering development.			
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. Actions Work ongoing in the Local Plan team.	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 Actions - 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. Keith Aspden, Cllr Andrew Waller and Cllr Nigel Ayre		
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</p>		

	<p>http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf</p> <p>Executive January 2017 Update on Local plan http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p> <p>Executive July 2017 http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf</p> <p>Executive October 2017 Minerals and Waste Joint Plan - Submission http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf</p> <p>Executive May 2018 City of York Local Plan – Submission http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</p> <p>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%2018.pdf</p> <p>Executive March 2019 - Update https://democracy.york.gov.uk/documents/s130691/Final%20Exec%20Local%20Plan%20report%20Feb%202019.doc.pdf</p>
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Project title	The Guildhall
Reporting period	August 2019
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 GREEN 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.</p> <p>Tender process has completed and a successful contractor has been selected. The project has now passed through the standstill period prior to advancing to contract award anticipated July 2019.</p>	
Future outlook. <ul style="list-style-type: none"> - Construction phase is to commence in September 2019. 	
Key risks	

Risk (brief description/ consequence)	Control/action	Gross	Net
Insufficient funding to deliver the project - 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
Capital costs increase/exceed budget -Costs of scheme exceed current budget estimate as scheme is developed in detail.	Project team approach - early contractor involvement - value engineering workshops Update The construction budget is now set at the tender return price once in contract a collaborative risk workshop will be undertaken to produce a post tender risk register..	23	19
Insufficient revenue income to repay borrowing - 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 	<ul style="list-style-type: none"> • Soft market testing • Robust marketing - selection and assessment process, may require re-marketing 	23	18
Quality of Tender Documentation – Traditional contracting with bills of quantity relies on very detailed accurate drawing and specifications any deficiencies in the tender documents give rise to opportunity for the	<ul style="list-style-type: none"> • Pre tender review of documentation Actions <ul style="list-style-type: none"> • Rectification of deficiencies Update Tender process has completed and a successful contractor has been selected. The project has now passed through the	19	19

contractor to seek extra payment.	standstill period prior to advancing to contract award anticipated June 2019.		
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 Nigel Ayre		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of 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> <p>Executive February 2019: Redevelopment Tender Evaluation & Project Business Plan Appraisal https://democracy.york.gov.uk/documents/s130231/Exec%20Guildhall%20May%202019%20Final%203.pdf</p>
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Project title	Community Stadium
Reporting period	August 2019
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"> • Internal fit outs and structure are progressing. • Tenant now secured for the lantern unit with legal agreements ready for execution. • Additional tenant for the lantern remainder area now being progressed as well as gym usage. • Build delay now confirmed on the stadium and leisure site with minimum 18 week delay currently being notified by the GLL consortium. This is subject to further review and scrutiny. Confirmation of full delay and completion is awaited from GLL. • Build will now miss the start of the football season and all partners have been informed of the current impact and new timeline. Original deadline of May 2019 for build completion has passed. • Build now expected end of 2019 build completion. • Pitch construction now complete and on schedule. • Seats now complete in 3 stands. 	
Future outlook. <p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Seats complete by end of August 2019. • Pitch construction to June 2019, now complete. 	

- Completion of the road and connections build by end of 2019.
- Completion of the commercial build by end of December 2019.
- Confirmation of tenants for the commercial unit by late Autumn 2019.
- Lantern tenant now confirmed with additional tenant now progressing.
- Confirmation of sponsorship and naming by late Autumn 2019.
- Stadium and leisure site build completion now expected late 2019.
- Commercial tenants fit out July 2019 to January 2020.
- Stadium, Leisure and Hub Tenant fit out expected late 2019/ early 2020.
- Stadium and leisure Site predicted open and operational early 2020.
- Commercial site Cinema predicted opening December 2019 onwards, rest to follow early 2020.

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. <p>Actions Ongoing review of clubs financial position and accounts.</p>	19	18
Commercial return on land receipt - Not realising estimated commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> a. Property report supports figures as proposed b. Potential to increase amount of retail in the final scheme c. Reduce the outputs of the project <p>Actions Agreement now in place with sectional completion and first payment already received. £1.4m</p>	20	19

	at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.		
Project exceeds existing financial parameters agreed under current March 2016 approvals.	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. Actions Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters.	19	19
Finalisation of the NHS design.	Complete design to be received by 11 May 2018. This was received on 17 December 2018 and will likely impact on the build schedule. Actions Proceed on agreed plan in the lease with all changes at cost to the NHS. Limited mitigation, all changes are only with CYC agreement but impact and cost sit with the NHS.	20	20
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. Commercial agents have been appointed for the commercial unit. Offer now received for the commercial unit and under review. Actions Mitigation is to find tenants. Failure will leave the revenue model at risk. Update Tenant now secured for the lantern unit with legal agreements ready for execution.	19	19

<p>Stadium certification and licensing - 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.</p>	<p>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.</p> <p>Actions Licensing and certification is GLL's responsibility for the site. Stadium Management contract now in place and signed and resource now allocated to deliver these documents in the agreed timescales. CYC's role is to manage GLL and their contracted deliverables.</p> <p>Latest Update Operational risks remain that work on the safety certificate and ticketing system are now behind schedule, though progress is being made on these and additional resource has been supplied from GLL to address the programme agreed.</p>	19	18
<p>Construction costs exceed the approved budget and finance in place. Consequences Approval required for additional capital funds at project close.</p>	<p>Delay cause is to be ascertained and subject to forensic scrutiny, cost is then attributable to the party causing the delay. Ultimately this is unlikely in the long run to be CYC.</p> <p>Actions</p> <ul style="list-style-type: none"> • Review delay and cause. • Agree time to be approved in the request for time. • Review cost applicable to the time. • Apportion cost to the party 	19	18

	<p>responsible.</p> <p>Latest Update</p> <p>Build completion is now noted 18 weeks behind schedule with mitigation measures and impacts still being assessed by the consortium. Completion and opening is now expected late 2019. Full extent of the delay is still to be confirmed.</p>		
Reports to	<p>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.</p>		
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. executive, council, a scrutiny committee)	<p>Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MIId=8836&Ver=4</p> <p>Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%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>		

Project Title	ASC - Future Focus
Reporting period	August 2019
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 approach alongside communities, families and carers are the most effective</p>	

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

Work completed this period as follows:

LD review

On 15th July the staff consultation and workshop for the LD review took place. It was attended by NDTi, as well as a majority of staff from the LD team and was facilitated by the project team. The session outlined the vision and expectations from the project and the staff group and was extremely positive and well received. A number of work items were picked

up by the project starting with a review of Duty systems in the team. This was commenced immediately and the issues found have been escalated for the new service service manager and group manager. The high level project plan for this piece of work has been presented to the AD for approval. An outline of the work is available in the document, *Project Brief LD Work_V0 9.doc*, uploaded to the Verto document store.

Progressing Reviews

Work continues on the paperwork and processes around Self reviews and Strength Based reviews to support CLS approach and benefits. A decision has been made to commence all reviews with A CLS / York model style of review before commencing self review process. Following the piece of work to understand the current backlogs and potential both for CLS work in review, there is a training plan and time-scale to put all review managers through the good conversation and review training. An important dependency on this work is the import of the review and support planning paperwork which remains an issue - see below & issues.

Paper work

See issues. It was planned that that priority paperwork (Support Planning and Algorithm) would have been be entered onto the systems and tested during the last period. This remains delayed. The expected date of release of this to test was 3rd July. This is a fundamental aspect of the model and links commissioning data to strength based work. A plan for roll-out and staff support will be initiated next period. To manage this delay and prevent continuing issues for the project, we are looking to uncouple the algorithm installation from the paperwork installation. This will allow us to proceed with practice changes, and we expect to retrofit the algorithm to provide commissioning data at a later stage. This decision is being referred to senior user and owner at present.

Working with Universities

We have followed up the presentation with the Social Work faculty at the University of York to describe the approach and practice connected with the model by accepting an invitation to make 'York Model' part of their lectures in strength based practice for the BA and MA modules of the Social Work qualification. These will be delivered in October 2019. We hosted delegates from the University of York International Conference on Social Work to talk about our model and our approach and received excellent feedback from the delegates. We are attempting to rearrange the meeting with Professor Sam Bolton from the University of Manchester in the coming period.

York Model

We continue to host other local authorities looking to learn from our model and paperwork. At present we have follow up meeting planned this month with Liverpool, Leeds, Wakefield, Bradford, North East Lincs and NDTi. Legal have supported us in the protection of the model with non disclosure agreements and contracts.

Talking Points

We are completing the last of the Talking points set up this month and commencing the hand over back to business. We now have the following sites up and running:

York Explore – Thursday at 10am – 12pm and 2pm – 4pm (drop in and booked appointments)

Grove – every other Wednesday – 9.30am – 11.30am (booked appointments)

Oaken Grove – every other Tuesday – 10.30am – 12.30pm (booked appointments)

Monkgate – Wednesday afternoons – 2pm – 5pm (drop in for York Medical Patients and booked appointments for anyone)

York Hospital – monthly Tuesday Talking Point at the hospital (drop in service for people who are an inpatient in hospital and/or their relatives/friends). We have been offered more frequent dates from August onwards so hopefully we will see more people attending

Burnholme – Wednesday morning drop-in (to be staffed by CCW's and LD) – 10am – 12pm. There is scope to offer LD appointments in the afternoons however we would like to see how the drop-in goes first. This is part of the new Community Hub.

Future outlook

Work completed this period as follows:

LD review

Meeting with the new LD service manager to co-ordinate our plans, we will continue our review of systems and the opportunity to trial the paperwork in the team. An analysis of reviews will take place during the next period and into September to target the most important and beneficial cases to take through the full process. Engagement with providers, through the provider forums and the families and service users and health partners are key to the ongoing sustainability of the model. The LD operational lead will prioritise these activities during August.

Progressing Reviews

Training, use of paperwork and engagement with staff will commence in the

coming period.

Paper work

See issues. To address the situation the project will seek a decision re: the uncoupling of the paperwork from the algorithm to allow us to progress.

York Model

A full report of the evaluation, value and potential benefits of the commercialisation of our work will be received on the 13th August. Options and recommendations will be escalated through the project board to ASC DMT and further as appropriate.

Talking Points

The exit plan from this piece of work and handover to BAU will commence this month.

Evaluation

We have engaged with NDTi to work together on the evaluation of work so far. To be delivered in September. As part of the evaluation we will be looking to complete a detailed Cost Benefit Analysis (CBA) to demonstrate the financial case for CLS. We are using the GMCA (formerly New Economy) CBA model to do this (see <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>)

This model allows us to look at both the financial case (the net cost to the public sector) and the wider economic case (which includes economic and social benefits). To do this we need both data on costs and data on outcomes (benefits). This data is then used to generate benefit-cost ratios which shows the monetary return for every £1 invested.

Staffing

Our operational lead will leave the team at the end of this period. We will look to replace the post with a member from the business by September.

Key risks

Risk (brief description/ consequence)	Control/Action	Gross	Net
Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated. Consequence Savings not realised	Objective external appraisal of Benefits / Savings. Actions Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding	14	8

despite change.		into Phase 2.		
<p>The changes do not realise the required levels of financial benefits.</p> <p>Consequence 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 command and control data sets to oversee the effects of change in process or procedure against expectations.</p>	19	14
<p>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.</p> <p>Consequence Reduction in delivered benefits against Business Case.</p>		<p>Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.</p>	15	1
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	Sharon Houlden: Corporate Director of 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</p> <p>Future Focus Update Report</p> <p>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</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>

Project title	Outer Ring Road (A1237)
Reporting period	August 2019
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. Prepare a report for the August 2019 Executive Decision Session to present design and consultation details on Jcn 3 Clifton Moor for approval by the Executive Member for Transport. 2. Efforts to continue negotiations with landowners at Jcn 7 Monks Cross in progress to enable the acquisition of land and provide Great Crested Newt mitigation measures. Note these are proving time consuming and have impacted the programme. 3. Consideration of options for Jcn 2 Great North Way and plan consultation events. 4. Preparation of draft options and meet with landowner for upgrading Jcn 4 Wigginton Rd. 5. Instruct lawyers to write to landowners about the intention to seek powers for Compulsory Purchase on the understanding that acquisition of land by agreement is the preferred method. 	
Future outlook <ol style="list-style-type: none"> 1. Continue to negotiate with landowners at Jcn 7 Monks Cross to acquire the plots required for the upgrade. 2. Continue to seek the optimum Great Crested Newt solution at Jcn 7 Monks Cross. 3. Issue letter to all landowners about the Council's intention to seek powers for compulsory purchase whilst still offering the option to sell land by private agreement. 4. Present a report to the Executive Member for Transport about Jcn 3 Clifton Moor. 5. Continue work on solutions for Jcn 2 Great North Way. 6. Prepare tender documents for Jcn 3 Clifton Moor. 7. Present options to the landowners at Wigginton Road. 	

Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Risk of programme delay due to uncertainty of acquiring land in a timely manner.</p> <p>Consequences Programme delays, which in turn will lead to the inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVS have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>Actions It is proposed that a CPO 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> <p>Latest Update Weightmans and LRS assisting seeking powers for the CPO. Initially powers for CPO will be sought at Monks Cross and then at all other sites on the YORR Improvement Programme.</p>	20	19
<p>WYCA withdraw funds for YORR Improvements. 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 2016-2021 may result in the withdrawal of funds.</p> <p>Consequences Withdrawal of funding will mean</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>Actions To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13

the YORR Improvements will not be completed.			
<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>Consequences</p> <p>Delays getting planning approval will impede the overall programme and places a risk of delivering the upgrades in a timely and efficient manner, possibly resulting in the withdrawal of funding in the most extreme case.</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Actions</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>	14	13
<p>Great Crested Newts (GCN) are present on the south west side of the A1237 at Monks Cross. This affects two segments of the proposed works. A GCN relocation licence was granted by Natural England in October 2018. However the landowner did not grant access to enable the provision of a hibernaculum on their land. This feature will have to be provided elsewhere and whilst negotiations with another landowner are favourable, this will require a change to the licence. Whilst this change has been notified to Natural England, the consequence is that the trapping of newts is delayed until spring 2019. This means that no work can take place on the two segments affected until the newts have been cleared.</p>	<ol style="list-style-type: none"> 1. The change to the Natural England licence has been resubmitted to gain a revised permission in early 2019. 2. The Ecology consultant has been instructed to implement trapping at the earliest juncture. 3. The design of the junction upgrade is being considered for minor alterations to reduce the impact. 4. The contractor's programme will be adjusted to accommodate this risk. 5. As a key risk, this matter is being given a weekly level of scrutiny. <p>Latest Update</p>	20	19

Consequences Delay to commencement of civil engineering work on two segments of the junction improvement. Potential impact on the opening of the Monks Cross Community Stadium.		Negotiations with landowners at Jcn 7 Monks Cross in progress to enable the acquisition of land and provide Great Crested Newt mitigation measures. Note these are proving time consuming and have impacted the programme.		
Purchase and access to land at Monks Cross - There are five areas of land to purchase at Monks Cross to accommodate the junction upgrade. Two landowners have entered into discussions with CYC's agents and discussions are positive. However the other three landowners are proving difficult to get hold of. One is a bank, one is a trust and the final one is a business which is not active. Consequences This could delay commencement of Phase 2 Monks Cross junction upgrade and impact on the opening of the Community Stadium.		DVS, land agents acting on behalf of CYC have been instructed to go ahead with all speed to purchase the necessary land. This is reviewed weekly. Latest Update Whilst efforts still continue to acquire land by private agreement at Jcn 7 Monks Cross, there is a change of focus in development work to progress Jcn 3 Clifton Moor and Jcn 2 Great North Way. Lawyers Weightmans and LRS are both supporting CYC in seeking powers for compulsory purchase at Jcn 7 Monks Cross.	21	21
Reports to	Project reports into the Transport board, Project Board and Lead Members Board			
Exec member	Cllr Andy D'Agorne			
Director responsible	Neil Ferris – Corporate Director of Economy and Place			
Dependencies	LTP4, Local plan			
Link to paper if it has been to another member meeting (e.g. executive, council,	Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf			

<p>a scrutiny committee)</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> <p>Executive December 2018 A1237 Outer Ring Road – Dualling Update https://democracy.york.gov.uk/documents/s128823/Exec%20report%20-%20YORR%20Dualling%20-%202020-12-18%20Final.pdf</p>
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Project title	Housing Delivery Programme
Reporting period	August 2019
Description The accelerated delivery of mixed tenure housing across multiple sites in the city.	
Current status AMBER <u>Programme</u> Two items have been placed on the Forward Plan for consideration by Executive in September. The first is an update on the Housing Delivery Programme including establishing the objectives and sales strategy for developments within the programme. The second report is an update on Self and Community Build Housing which sets out a strategy for increasing the number of new homes to be delivered in this way. <u>Projects</u> <u>Lowfield</u> Further ground investigation work has been completed. This has informed the final foundation design. Value engineering work is coming to a conclusion such that a final contract value will be agreed and the building contract can be entered into. <u>Ashfield football pitches</u> The contract with Chappelow Sports Turf Limited to deliver the pitch works has been signed. The pitch works have commenced and good progress has been made. Earth works and formation of subsoil is completed on the first 7 pitches with drainage installation to begin soon. <u>Burnholme, Askham Bar and Duncombe Barracks</u> Work has started on creating a new public engagement strategy which builds on the principles of the MyCastleGateway consultation approach. This programme level strategy will be used to inform the public engagement plan for each site. An initial site brief has been prepared and shared with the design team. This sets out the high level constraints and opportunities of each site. A stakeholder map has been created for each site to fit alongside the public	

engagement plan and to help inform site analysis work.

The full multidisciplinary team visited the sites with the CYC team to understand site constraints.

An initial meeting was held with Tuner and Townsend to agree project management and cost management interfaces for the projects.

Future outlook

Lowfield

- The programme will be finalised with Wates and the contract signed in readiness for a start on site in the next 8 weeks.

Ashfield Football Pitches

- Pitch construction works will continue. Drainage works and connections will be made in the next month, to be followed by seeding of the pitches.
- Access road design and underpass works - full construction level drawings will be completed.
- The full package of service connections will be agreed for the pavilion as part of the wider M&E design for the building.

Burnholme, Duncombe Barracks and Askham Bar

- Stage A design work to commence with the initial capacity study and feasibility to be complete towards the end of September.
- Design stage project plan to be prepared, along with accompanying risk registers and project documents.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Development tender returns for Lowfield exceed budget - Exec approval given to utilise £4.5m of HRA resources to deliver the project. This is supplemented by sales receipts. Consequences - Inability to award contract. Houses not delivered further adding to the housing shortage in the city.	Regularly updating of costs and revenue analysis prior to release of tender documents. Actions Value engineering to reduce costs and additional revenue/grant opportunities explored. Latest Update Preferred contractor selected. Final contractual negotiations are on-going.	19	18

<p>Progressing sewer diversion across Lowfield to meet programme - A major sewer crosses the site which needs to be diverted such that houses can be built on the site.</p> <p>Consequences Delay in starting housing construction on site.</p>	<p>Close partnership working with Yorkshire Water to ensure works are carried out on schedule and budget.</p> <p>Actions Phase construction such that works take place on the part of the site unaffected by the sewer diversion. Or delay start on site.</p>	19	18
<p>Steep rise in build costs for future schemes - An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects</p> <p>Consequences Potential financial viability issues leading to financial losses for the council</p>	<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 • Utilisation of cost consultants in estimating likely build costs at today's prices and in the future allowing for inflation <p>Actions</p> <ul style="list-style-type: none"> • Only develop sites with sufficient margins when sensitivity tested. • Review phasing and financial plan if this occurs. • Stay up to date on build cost trends for any early warnings of potential inflation above modelling level. <p>Latest Update Risks remain around build costs until lender returns are assessed.</p>	20	18
<p>Drop in housing market demand and prices - A</p>	<p>Long term housing trends have shown a significant rising</p>	19	18

<p>steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.</p> <p>Consequences Reduced financial viability of the Housing Delivery Programme.</p>	<p>market. Close liaison with local estate agents to understand the York market and likely asking prices for houses on proposed developments. York has a strong housing market.</p> <p>Actions</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 <p>Latest Update There is a risk of house price deflation as a result of Brexit which would impact the viability of the programme.</p>		
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. Denise Craghill		
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another	<p>March 2017 Executive Meeting</p> <p>https://democracy.york.gov.uk/documents/s113451/HCA%20Partnership</p>		

<p>member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>%20Housing%20Development.pdf</p> <p>December 2017 Executive Meeting - 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>July 2018 Executive Meeting http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</p> <p>October 2018 Executive Meeting - Duncombe Barracks, Burton Stone Lane http://democracy.york.gov.uk/documents/s126458/Duncombe%20Barracks.pdf</p> <p>January 2019 Executive Meeting- Building More Homes for York – removal of the HRA borrowing cap https://democracy.york.gov.uk/documents/s129234/Building%20More%20Homes%20for%20York%20-%20Exec%20Report.pdf</p>
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Project title	Centre of Excellence
Reporting period	August 2019
Description <p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region. <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> Invest capital in developing a 'Disability Centre of Excellence' which has the potential to be a leader in innovative practice both regionally and nationally. Make York Home for more disabled children and young people by reducing out of Area placements. Develop and invest in service provision in order to generate future savings and income generating potential. Deliver better outcomes for disabled children and young people including those with the most complex needs. <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
Current status GREEN	
Finance <ul style="list-style-type: none"> Client contingency is being monitored closely to ensure risk items and 	

- provisional sums remain within contingency budget
- Monthly cash flow reporting will start at next progress meeting

Risks

- 2 key risks are being managed and have potential to impact on programme and cost
- Drainage solution and Substation location
- Mitigation measures being put in place and risk monitored

Programme

- Delay to programme caused by risks above

Communication and engagement

- Regular residents newsletter agreed and circulated
- Ward councillors are being regularly briefed
- School issues resolved and briefed on milestones

Legal

- Deed of Variation (DOV) agreed - increase to legal cost due to added complexity

Governance

- Risks and decisions are been monitored, recorded and agreed through Project Board
- Presentation to Project Board by Sewell Construction

Future outlook

- Resolved drainage solution and discharge condition
- Agree substation location
- Send next residents newsletter
- Complete construction of playing fields
- Informal engagement with staff

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Budget Overspend - Costs increase and exceed allocated budget. Consequences Impacts the financial viability of the business	<ul style="list-style-type: none"> • Finance reporting at every Project Board • Identified finance lead Actions <ul style="list-style-type: none"> • Effective management of contingency 	20	21

case.	Update Decision has been made by Executive from Portfolio Holder for Children to increase the budget by 250k. This increase will ensure that the project has a client contingency of 7%+ which will mitigate the risk of overspend.		
Planning application delayed or refused. Consequences Project is delayed or can not progress.	<ul style="list-style-type: none"> • pre application • work with planning officer to address issues Actions <ul style="list-style-type: none"> • proactive engagement with local community • proactive engagement with planning officer / department • Anticipated issues addressed as part of feasibility 	23	23
Section 77 DfE application - to build on playing fields delayed or refused. Consequences Project is delayed or can not progress	<ul style="list-style-type: none"> • Guidance and involvement for CYC lead • Early initiation • Involvement of CYC lead • Conversation with DfE lead • Compensation and mitigation in place Actions <ul style="list-style-type: none"> • Pro actively identify and address application barriers and issues. 	23	18
Engagement of parents - Parents of disabled children object to plans and relocation of the Glen. Consequences Potential judicial review Negative coverage externally including local press	Project Board report Communication, engagement plan for parents Actions <ul style="list-style-type: none"> • Co production approach to planning and development • Communication and engagement plans in place for parents • Engagement officer capacity 	21	19

Playing fields compensation can not be delivered at back of school. Consequences Impacts on ability to build on playing field.	Contract Landscape Architect to scope out the works, issues, risks.	23	23
Reports to	<ul style="list-style-type: none"> • The project is accountable to a Project Board chaired by Amanda Hatton - Director CEC. • The project Board contains representation from Children's Social Care, Health, Education, Adult Services and Finance. • The project Board is accountable to CEC DMT chaired by Amanda Hatton, Director of Children, Education and Communities. • The project Sponsor is Amanda Hatton. 		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<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>		

Project title	Provision of School Places
Reporting period	August 2019
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	
This Period <ul style="list-style-type: none"> - Throughout late 2018 and early 2019 the major focus of the project is on communicating – principally with schools and multi-academy trusts – both the general project approach to build awareness and confidence in the aims of the project, but also awareness of the headline figures of the future need for school places in each of the 4 secondary and 17 primary planning areas. This builds upon earlier project work in building a robust and resilient data model to take account of many variables as they change. The key variables are capacity, births, migration, additional housing and parental preference with forecasting work undertaken on an annual basis. As new datasets have been published in early 2019, these conversations with partners have needed to mature and develop to include finding solutions to the issues raised. The project includes 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. - This project has five major work streams: capacity; communication; data modelling; forecasting; and policy. Many of these are by the nature of 	

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

Capacity

- Work on the capacity of the school estate is now complete after a comprehensive review of all school buildings and teaching spaces in the past 18 months that included site visits to ascertain the capacity of each school's estate. This data has this month been used to assist in calculating future funding through the 'SCAP' process with central government.
- 'Net Capacity' calculations have now been produced and sent to all schools including those with sixth forms, to be signed off.

Communication

- Communication continues to take place with local schools and academy trusts in the city re: future forecasts. Schools continue to approach the LA where they wish to propose their own visions for expansion.
- Planning Area Action Plans (PAAPs) which provide data on top of Planning Area Forecasts will require significant work in order to maintain alignment between them and the Forecasts as the datasets evolve, and throughout the emerging Local Plan period.
- There is continued communication with residents, elected members, and with other partners throughout the lifetime of this project.
Communication with developers of some forthcoming housing sites continues, as does communication with those officers overseeing the draft Local Plan and future infrastructure plan for the city, to ensure the information we have is the most up to date.
- Communication is ongoing with Archbishop Holgate's School, to enable a report to go to the Executive Committee. This project will address secondary school place requirements in the Secondary Planning Area - East.
- Communication is also ongoing with the South York MAT, to discuss solutions to address secondary school place requirements in the South East of the city. Issues continue to exist around access to the school, which will impact on the speed at which school places can be provided.
- A meeting to discuss the secondary school place requirements in the West of the city has now been planned for early September.
- Communication has taken place with colleagues in Planning this month, to discuss the requirements for expansion at Huntington Primary Academy to make the 'Land North of Monks Cross' development viable.

Data Modelling

- Provisional submission of the annual SCAP process, for central

government review has now taken place and formal sign off is expected later in the year.

Forecasting

- There is continued development of data sets, especially where significant housing is proposed. These forecasts are used to plan for future need and in order to work alongside colleagues in economic development and other major projects. 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.
- The pupil yield delivered from more recent housing developments in York, continues to be investigated.

Policy

- In order to maximise the limited Basic Need funding, potential additional funding streams continue to be investigated. Priority areas continue to be supported with a limited amount of Basic Need funding, through the policies employed. Future spending needs to include supporting the growth in the numbers of pupils with additional needs - though this is outside the scope of this project, it is part of the parallel Inclusion Review.
- Delivery of a very small number of basic need funding schemes for the current and upcoming financial year are ongoing at St. Mary's and Westfield.
- An updated planning policy for S106 has been postponed until a decision has been made by central government, regarding pooling restrictions.

Future outlook

The main focus of this period:

Capacity

- Following the initial submission of the annual 'SCAP' return, await and respond to any queries from the Department for Education. This process continues for 2019 in coordination with the DfE, with final submission expected to take place in the autumn term.

Communication

- Continued engagement with local schools and academy trusts to gather their views and identify any potential plans about how they could assist in providing for future need, following the updating for 2019 Planning Area Action Plans (PAAPs) on yorkeducation.co.uk for 17 primary and 4

secondary planning areas across the city.

- Continue to liaise with Archbishop Holgate's School regarding the proposal to address secondary school place requirements in the Secondary Planning Area - East York.
- Continue to liaise with Fulford School regarding the proposal to address secondary school place requirements in the Secondary Planning Area - South East York.
- Identify related projects that may arise as a result of this project's findings - particularly those at secondary level. Some initial projects have already been identified and these proposals are included in the PAAPs.

Forecasting

- The pupil yield delivered from recent housing developments in York, will continue to be investigated this month.
- Early investigations have begun to look at how to model future SEN need across the city.

Policy

- Seek continued support to update and seek authorisation regarding project approach, scope and processes - to focus on the business changes as well as the business as usual processes identified initially in the project plan.
- Continued work around a refined planning policy approach re: Housing Developer Contributions (HDCs) for current and future developers is in review with colleagues in Planning to ensure compliance with wider CYC policy and agreements re: Local Plan.
- Begin work on the admission arrangements for the school year starting September 2021.

Project Plan

- Further develop, communicate and agree the project plan.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Cost per place too high - 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	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

<p>a high per pupil cost.</p> <p>Consequences Funding sources will not meet the needs of the educational infrastructure required.</p>			
<p>Places provided too early for schools -The project delivers a sufficient number of new places before these places are required by residents, leading to under subscription of other schools.</p> <p>Consequences Existing schools become undersubscribed and experience financial difficulties as rolls are lower.</p>	<p>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.</p> <p>Actions 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.</p>	19	12
<p>MATs don't engage - Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.</p> <p>Consequences Insufficient places are created at existing schools, therefore more new small schools created with higher start up costs and being of a less than optimal size, with higher revenue costs.</p>	<p>Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs with data and potential solutions.</p> <p>Actions Continued communication with schools through ongoing conversations and through the publication of forecasts and action plans for each primary and secondary planning area on the York Education website.</p>	19	12
<p>Lack of financial resources - Housing developer contributions</p>	<p>Plan for the estimated costs of educational infrastructure early as part of the Local Plan</p>	19	12

<p>(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.</p> <p>Consequences Requirement for additional CYC sources of funding increased - through HIF bids, capital borrowing, CRAM funding etc.</p>	<p>process - identifying indicative costs and recognising that HDCs and BN will not meet total funding requirement. Planning early will increase the time available to source sufficient funds by exploring available funding streams and therefore will reduce the likelihood of it happening, if not the impact if it did.</p> <p><u>Actions</u> Continue to source sufficient funds by exploring available funding streams.</p>		
<p>Data Quality - Data quality is low, inputs are delayed, or assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts.</p> <p>Consequences Too many or too few places are created, leading either to under subscription or continued place pressures.</p>	<p>Quality assuring methodology with DfE through SCAP process, and internally delivering this work through Business Intelligence</p>	18	12
Reports to	Project is overseen by Children, Education and Communities Directorate Management Team and Executive Member for Children and Young People as necessary.		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton - 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,	<p>Executive February 2018</p> <p>Admission arrangement for the 2019/20 school year</p> <p>http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%20201920%20for%20Executive.pdf</p>		

council, a scrutiny committee)	
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Project title	Housing ICT Programme	
Reporting period	August 2019	
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		
Programme:		
Status:	Amber	Some issues being encountered which the Board need to be aware of
<p>The programme workstream status has changed to amber this month as there are some issues being encountered which the Board need to be aware of.</p> <p>The programme has now moved into phase 2 of 3 (implementation) and implementation planning is underway with Capita. Following on from the contract signature, initial implementation planning has taken place and the overall draft implementation plan and dashboard is presented separately on the agenda. A key risk has been identified with our current project manager at Capita and lack of effective management and delays to baselining the plan which we have escalated to Capita.</p> <p>Following on from the project and technical kick-offs, the data migration kick off has now taken place and the total mobile kick off is scheduled for later in the month. The draft implementation plan is included in the papers for this Board and the programme team are now starting to plan out the detail of the initial configuration workshops and preparing for these initial sessions in September.</p> <p>Following last months approval of the additional resources to be added to the programme team, Anna Betts has joined the team as Lead Business Analyst and is supporting the implementation planning as well as preparing documentation for the first module to be configured (Core). Emma Simpson has joined the team as a Project Assistant on an internship from the University of York until September and will be supporting the policy</p>		

framework work initially under the business change workstream. We are in discussion with Philippa Smith, Claire Holtham's line manager, around securing Claire's resource as soon as possible as this resource is key to the technical workstream. Claire is the ICT system Support Analyst joining the programme asap.

The establishment process has been completed for the new roles proposed. The Business Change Agents were graded at 8, Training and Communications Coordinator 7 and Testing coordinator as a 6. The recruitment is underway for the Business Change Agents and these are expected to be recruited by mid-August. The Training and Testing Coordinator roles will be recruited later in the year and we will be re-submitting the Test Coordinator role to try and increase this to a grade 7 role.

All programme RAID items continue to be monitored on a monthly basis by the programme team.

Business Change

Status:	Green	On track and/or no major issues being encountered
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- Change request proforma has been updated to give guidance on what information to include, this followed a couple of requests being submitted that were lacking in detail and clarity.
- Change requests around CCTV and Landlord permissions were sent back to the Operational and Service Managers for further information as it was unclear what the change actually was and why the policies were being reviewed. A revised request and presentation at BCAG has been asked for to date there has been nothing further received.
- Visited Stockport Homes on 11th June, useful discussions around culture change and empowerment with some suggestions of how to move things forward at CYC taken away.
- Whilst the Programme Business Change Work Stream will prepare the workforce for change there needs to be a business plan to ensure full culture change and eventual empowerment of staff. YB and KC are working on this collaboratively to present to Tom and Sharon Holden in August. The aim being to look at a 3 to 5 year plan with costings.
- Attendance at TAG.
- Attended HSMT
- Attended HouseMark Customer Excellence Club
- Attended Data Migration kick off

- Business Change Agents posts to be advertised this week, recruitment 6th and 7th August.
- Emma Simpson Intern started looking at Policies and procedures as mentioned above, also collating information on all stakeholders. HB is overseeing work and managing day to day.
- Attendance at meetings with Housing around MECC, meeting in August with Jen Saunders to discuss how this can dovetail into the change workstream and culture change as a whole.
- Anna Betts has joined the team and work has begun to review the To Be Processes, sessions are being planned for August to ratify and update with SMEs
- H&BSMT booked for 10th September, review of Benefits, high level process maps and formulate a Change Action Plan.

ICT

Status:	Green	On track and/or no major issues being encountered.
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- SX3 Split completed, project wound up and system handed over for business as usual. Contract amendment agreement signed and sealed by Northgate and City of York to record that the database has been split into two separate Housing and Revenues & Benefits instances.
- Data migration kick off meeting held.
- Planning for system installation is underway as is preparation for the Core system and Voids Management kick off meetings to be held in September. Also for the System Administration train the trainer session.
- Technical Assurance Group meetings continue with last meeting on 10th July to review SX3 Split and change requests for rollout of mobile phones and water hygiene process.
- Systems Group meetings continue moving now to focus on the Capita One Housing implementation plan, attendees to be reviewed in light of this change of focus.
- Business Change Assurance Group meetings continue to review change requests to processes and procedures.

BI Hub

Status:	Green	On track and/or no major issues being encountered
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- Feedback and review of implementation plan.

- Support to project at technical assurance group.
- Improve DQ through SX3 role and discussing with system support the deployment of scripts to fix identified issues / Connected Servitor to MDM and initial results shared / provided Sx3 overview to wider team.
- Worked with wider team on SX3 split in order to minimise reporting / single view downtime. All elements of reporting back online by the Monday morning.
- Attended Kick-off meetings with Capita and started to review Core Migration documents.
- BI starting to look at detailed migration plan.
- Continued with data migration team recruitment process in order to have resources in place for August / Discussions on Code-man resource.

Future Outlook

General

- Completion of implementation plan play back by Capita and baselining plan
- Implementation planning continuing towards final draft implementation plan
- Team resources continue to be mobilised, ICT continue to assign technical roles
- Benefits mapping next steps agreed ahead of presenting to combined Housing Services & Building Services Management Team
- Detailed resource planning and task planning towards the first module configuration in September (Core)

Business Change

- Recruit Business Change Agents (BCAs) and negotiate start dates with Operational and Service Managers
- Induction of BCAs
- Finalise Business Plan for Change and Empowerment with KC
- Ratification of High Level To Be process maps with SMEs and Lead BA, Anna Betts through August
- Review, agree and sign off of Implementation plan,
- Plan pre configuration workshops with Anna Betts - Lead Business Analyst and SMES,
- Plan attendance at configuration workshops with Business Change Agents and Anna Betts - Lead Business Analyst

ICT

- Installation of OPEN Housing Live, Test, Train and Build instances.

- Implementation plan reviewed and signed off, planning of configuration workshops, SME briefings, workshop pre-requisites to commence.
- Recruitment and selection of additional Programme Team Resources with the Programme Manager and Business Change Manager.
- Chair and attend Technical Assurance, and Systems Group meetings. Attendance at Business Change Assurance Group

BI Hub

- Further meetings with Capita for both project initiation and data migration discussion.
- BI Continuing detailed migration plan.
- Discussion about deploying SX3 scripts for DQ with system support and board.
- Assistance on contract and responsibilities with supplier around Migration.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Approved budget insufficient and/or funding reduced/ removed. Consequences Project slippage and inability to obtain the required product. Programme will not be fully delivered or delivered at all. Implementation of a partial fix which doesn't fully deliver service needs.	<ul style="list-style-type: none"> - Funding approved in business case and set aside based on initial market research / indicative costing. - Submission of revised business case for additional funding at a senior level. - Retain high profile of project at senior level and clearly make clear ongoing revenue and reputational risks of failure to deliver. 	19	19
Resistance to change - Inability and/or unwillingness to adopt new ways of working and/or technologies. Consequences Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels	<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 	20	20

<p>for customers. Failure to fully embrace new working practices and systems and replication of ineffective business practices within new IT/business processes. System not fully or comprehensively tested. Processes lengthened, additional manpower resources required.</p>	<p>programme which runs alongside rollout of new system.</p> <ul style="list-style-type: none"> - 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. - Business readiness assessment 		
<ul style="list-style-type: none"> - Failure of suppliers to deliver a solution which meet business functional requirements and/or technical spec. <p>Consequences</p> <ul style="list-style-type: none"> - Requirement to retain and invest in some existing systems / functionality or purchase further systems. - Failure of the programme to realise potential benefits. - Reputational damage for Housing and Building Services. - Inability to deliver req'd service to customers and meet legal obligations. 	<ul style="list-style-type: none"> - Business functional requirements fully scoped, documented and signed off by appropriate business users. - Robust specification and comprehensive detailed ITT. Approved procurement framework. - Strong contract management. - Clearly defined selection criteria. - Full testing of all req'ments undertaken by SMEs. - Technical capabilities and specification of new solution fully understood and tested to meet all business req'ments. - Comprehensive market testing, site visits/references/ 	18	18

<ul style="list-style-type: none"> - Inability to collect revenue, forecast needs of service. - Failure to deliver full efficiencies or improvements required for all parts of the service. 	<ul style="list-style-type: none"> - trials. - Pre tender meetings with suppliers 		
<p>Solution does not comply with GDPR.</p> <p>Consequences - Breach of new GDPR resulting in financial and/or reputational damage to CYC as the service holds a lot of personal data, some of which is shared with others.</p>	<ul style="list-style-type: none"> - Production & sign-off of PIA and completion of required actions. - Clear understanding of GDPR implications and how personal information is used and stored. - GDPR requirements in ITT and tested for compliance. 	18	18
<p>Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.</p> <p>Consequences</p> <ul style="list-style-type: none"> - Failure to deliver aims & objectives to agreed timescales, cost and quality. - Inability to report effectively/poor customer/asset records/complaints/maladministration. - Inability to provide management info reports which add value to business or meet legal requirements. - To report out when required legally. Lack of data will mean any build for an intuitive system will be pointless. - Failure to deliver full 	<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. - Sign off for a Data Cleansing resource. <p>*BI to update controls*.</p>	23	23

<p>efficiencies or improvements required for all parts of the service.</p> <ul style="list-style-type: none"> - Reputational damage to IT, Housing & Building Services and CYC as a whole. - Staff frustration and failure to use new technology to its fullest potential. - Data breach and consequent fines/prosecution. 			
Reports to	A monthly Housing ICT Programme Board meets to oversee key project decisions, the RAID and progress for the programme. This board reports into the HHASC Directorate Management team and is chaired by the Assistant Director of Housing with key representatives from the HHASC senior management team.		
Exec member	Cllr. Denise Craghill		
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, scrutiny committee)			

Project title	Smart Travel Evolution Programme – STEP		
Reporting period	August 2019		
Description			
<p>STEP is a programme of delivery – not research – that will drive York towards being the first city in the UK truly ready for the coming revolution in managing whole city mobility, through utilising new data and the gradual adoption of connected and autonomous vehicles.</p> <p>Preparing York to be the FIRST SMART TRANSPORT CITY in the UK.</p> <p>Building a PLATFORM to ensure the City can meet the challenges of BIG DATA, CONNECTED and AUTONOMOUS VEHICLES and FULL IP connectivity.</p> <p>STEP adds a MODELING layer that allows us to run City wide models at varying scales, in near real time. This allows us to understand the way the transport network is performing, and improves our TRANSPORT PLANNING activities.</p> <p>This allows us implement a third, DECISION MAKING layer to provide better real-time management of the transport network and implement transport policies more effectively.</p>			
Current status			
AMBER			
In the last reporting period:			
<ul style="list-style-type: none">• ATC loops re-cut where needed.• Modelling package put out to tender.• GLOSA specification draft version completed.			
Future outlook			
In the next reporting period:			
<ul style="list-style-type: none">• GLOSA specification to be ready for procurement.• Modelling ITT will be well underway and questions answered in a timely manner.• Written Data Platform specification to be in draft.			
Key risks			
Risk (brief description	Control/action	Gross	Net

/consequence)			
<p>Suppliers fail to deliver within defined timescales - There is a possibility that the suppliers will fail to deliver their works on time.</p> <p>Consequences Failure to deliver work on time will mean that the project falls behind schedule. This could potentially result in project time scale tolerances being exceeded.</p>	<p>Suppliers will be engaged during work plan creation.</p> <p>Actions Suppliers will be engaged during work plan creation and they will sign up to accept the time-scales defined through the procurement process. Close supervision of suppliers by PM.</p>	15	14
<p>Inaccurate Estimates - Project costs can be estimated, however all estimates contain an element of error. Costs estimates could be significantly inaccurate.</p> <p>Consequences If costs estimates are significantly underestimated, the project can exceed cost tolerances.</p>	<p>Use of model costings to estimate costs.</p> <p>Actions Where possible, model costings will be used to estimate costs. Furthermore, experienced team members with experience of similar projects shall be engaged to sense-check cost estimates. Suppliers shall also be engaged at an early opportunity with respect to costings and frameworks with fixed prices shall be utilised where appropriate.</p>	19	12
<p>Integration - There is a large element of system architecture design and implementation required to deliver the project and this will require strict control of system integration and adherence to agreed standards by suppliers.</p> <p>Consequences</p>	<p>Establish the role of systems integrator as the single point 'design authority' for systems architecture and standards implementation.</p> <p>Actions A systems integrator has been established as single point 'design authority' for systems architecture and standards implementation - Jon Wade. The use of standards will be agreed at the first stages of</p>	24	14

Failure to ensure this will lead to delays and costs as systems are made to fit together.	the project so costs and associated affects of design decisions can be understood and accommodated with the project scope. Integration issues will for a main element of regular project update and progress meetings and tracking.		
Inadequately resourced strategic modelling team. Consequences Unable to deliver project on time and to budget, CYC resource unable to SAT the modelling package leading to procurement of a modelling package that we cant use.	Internal discussions as to inhouse resource. Risk raised to programme manager. Actions Awaiting strategic modelling resource. Update Internal Modelling resource required to ensure model procurements can be adequately accepted and used indefinitely to utilise the value the project adds.	21	21
GLOSA not an off the shelf technology - GLOSA has been chosen as a 'MUST' deliverable, however GLOSA has only been done in research projects and is hard to implement without disrupting traffic control methods. Consequences GLOSA doesn't work OR forces CYC to put a signal site under a less efficient method of control to make it work.	Research into other LA projects, discussions with industry consultants who have worked with GLOSA and careful choosing of a site to implement it. Sites should be kept to a minimum as proof of concept. Update GLOSA is a project deliverable but is not deployed outside of research within the UK. Research has been carried out and solution is now identified but it still presents a risk as its new to UK.	21	14
Overall timescales unachievable - Due to a delayed start and a combination of all the project elements taking longer than assessed	Close management & planning of the project by PM and QA process will help mitigate future delays and aim to accelerate progress back on track. The Project will focus on 'what is deliverable before	21	14

<p>when feasibility was done. Early estimates showing mid 2021 but completion needed by 2020.</p> <p>Consequences The project is not delivered on time and CYC loses some bidding power for future projects</p>	<p>research' to minimise 'unknowns-delays' and ensure that value for money can be demonstrated to DfT.</p> <p>Update Due to technicalities involved with procuring the strategic and real-time modelling, there is a delay in the procurement of these packages which will subsequently delay the population, calibration and validation of the models - most likely beyond the April 2020 deadline. This will be monitored closely.</p>		
Reports to	<p>The STEP board reports in to Economy and Place DMT and PM updates executive member and Executive when required for updates and approvals. Key decisions are agreed by the Transport Board before reaching executive member or Executive.</p>		
Exec member	Cllr Andy D'Agorne		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	The Transport Capital Programme and TSAR Project		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

Project title	Flood Risk – York 5 Year Plan
Reporting period	August 2019
Description CYC are working closely with the Environment Agency to deliver a range of localised improvements to the cities flood defences, this work – the York Five Year Plan – has been developed following the floods and is supported by Government investment. In addition to this we are working with the EA on a catchment scale study to identify opportunities for wider interventions across the River Ouse catchment to further reduce future flood risks into the long term.	
Current status GREEN CYC continue to work closely with the EA on the delivery of the York Flood Alleviation Scheme as part of the York Five Year Plan. CYC are members of the Programme Board and EA continue to attend quarterly Executive Member for the Environment Decision Sessions and Economy & Place Overview and Scrutiny bi-annually. 19 flood cells have been identified and schemes to improve existing or build new defences are in varying stages of development in a prioritised manner across the city to deliver the projects stated required outcomes, as determined by Defra, to better protect 2000 homes and businesses in the city. The Outline Business Case has been agreed by the EA Large Project Review Group for all 19 flood cells.	
Future outlook <ul style="list-style-type: none"> • Construction of the flood scheme on North Street has commenced, further works will begin in and around Museum Gardens. • The site compound for the works adjacent to the St Peters School playing fields has began construction, works will commence upon completion. • Planning work continues on the Clementhorpe and Clifton Ings flood cells and applications to planning are expected shortly. 	

- The planning work for the flood storage area at Strensall is maturing and a planning application is expected in early autumn.
- All development of other flood cells continues.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Programme versus expectation - Significant investment is being made in order to put in place the appropriate measures in the identified 19 flood cells. The objective is to put in place measures to derisk in all 19 areas. There will be disagreement around the allocation and prioritisation and there is a risk that the programme is influenced by subjective argument rather than the evidence base and the outcomes are not achieved.	Ensure there is the appropriate stakeholder engagement. CYC engage fully with EA and other partners in the working groups. Evidence base in place to justify the measures for the risk areas. Actions CYC fully engaged in the working groups with the EA and resident and business engagement.	20	19
Foss barrier Improvements – Delivery of Foss barrier improvements and associated interventions of the River Foss and impact of works upstream	There is a full understanding of the impact of the operation of the Foss barrier. Actions Work with the EA on modelling scenarios and ensure that this is fed into the evidence base.	20	19
Funding for the 19 flood cells - A sum of £45m has been allocated to be invested	Development of evidence base that supports the measures in the 19 cells in the context of the wider programme. Engage with	20	19

in the measures across the 19 flood cells. With this value of investment there may be an unrealistic expectation of investment in individual cells and the consequent measures that are put in place.	residents and businesses and ensure that they have access to the case for the measures and reasoning. Actions Engage in resident and business engagement and work with the EA on developing the evidence base.		
Reports to	The Project board sits within the Environment Agency. The Environment Agency has a formal programme board in compliance with PRINCE2 methodology, CYC are a member of the board. The lead Executive member receives a quarterly report and it is the subject of a bi-annual report to Economy and Place scrutiny committee. This approach to governance has been approved and adopted by Executive.		
Exec member	Cllr Andrew Waller		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2017: CYC Response to the Independent Flood Inquiry https://democracy.york.gov.uk/documents/s112541/CYC%20Response%20to%20Independent%20Flood%20Inquiry.pdf		

Project title	City Centre Access
Reporting period	August 2019
Description <p>Project involves the feasibility and design of static and automated measures to be implemented into the area around Spurriergate, Coney Street, Parliament Street and York Racecourse to provide public protection from potential vehicle attack.</p> <p>The proposals follow firm Police and Counter Terror Unit advice to implement measure to protect areas of high footfall.</p> <p>The automated measures will retain vehicle access outside the footstreets hours and allow emergency and other urgent access during footstreets hours through a system of control by CYC.</p>	
Current status AMBER <p>Detailed design is entering the final stages for the phase 1 area of the city centre and York Racecourse.</p> <p>Following the recent appointment of an interim project manager we have been able to progress the programme further where the resources of the PM have focused on:</p> <ul style="list-style-type: none"> • the Exec Member Decision session report development • detailed design stages and trial trenches • project management office work including a review and update of the project plan • and start the procurement of a supplier to procure and install the HVM measures. <p>Additionally Gough and Kelly are working with the PM to finalise the operational procedures and protocols in addition to CCTV camera location and installation with our security consultants as well as the PIA work. This will then be fed to MFD who are the principal designers.</p> <p>The decision by the Executive is that the report that was originally due for June, then July has now been delayed to August. As a result the project plan has been updated to reflect the timescales of potential procurement and installation/operation of the HVM measures. Instruction from officers is</p>	

to achieve some of the permanent measures prior to Christmas 2019.

No decision has been made from the Executive on the second phased area at this time but officers will continue to work with the York Minster and Police to work through the Minster's Neighbourhood Plan and the incorporation of HVM measures within this.

Future outlook

- Appoint consultant to assist with tender process
- MFD to finalise detailed design and update cost estimate
- Board to consider revised cost
- Aim to get emergency services agreement to use of air wave system for communicating with CCTV control room
- Hold procurement meeting to agree way forward for implementation of Phase 1 measures

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unsuccessful delivery - The service does not have an appropriate Project Manager in place. Consequences The project overruns in terms of cost, time, risk and scope.	Recruit an interim project manager. Actions Continue with interim project manager until the permanent project manager can be recruited. Update New project management resource has started from this week commencing 3/6/19	22	20
Loose political support - Change of leadership - Change of direction - Loss of confidence in project delivery Consequences Unable to deliver project.	Discussions with the new Executive Members about this work, the threat and the immediacy of decisions from them that are required to take this programme forward. Actions Monitor political opinion and have discussions with the new Executive Members about this work, the threat and the immediacy of decisions required. Update Due to the new Administration it is unclear of their support for this work, however early indications	20	18

	seem positive.		
<p>Cannot design a solution which will satisfy the CTU - CTU request tech that does not exist.</p> <p>Consequences Project unable to proceed without CTU approval.</p>	<p>Hold procurement exercise based on MFD advice, working with the HVM measures suppliers to ensure fit for purpose.</p> <p>Update CMT have agreed that CYC will design and install static HVM measures at the north end of Racecourse Road to compliment the current measures used by York Racecourse. 2 costed design options are being finalised and will be reviewed in a stakeholder meeting between, CYC, York Racecourse, CTU and NYP.</p>	19	18
<p>No viable CCTV location available</p> <ul style="list-style-type: none"> - Current CCTV design may not be feasible due to STATS. - Unable to install CCTV at design locations. <p>Consequences Safety of members of the public, staff and contractors is compromised.</p>	Consult with Gough & Kelly as to possible CCTV locations.	20	18
<p>Programme Requirement to bring forward static measures prior to Xmas 2019</p> <p>Consequences Pressure on remaining programme</p>	<p>Speed up design and approval processes if possible</p> <p>Actions Delay detailed design of automated measures if necessary</p>	18	18
Reports to	<p>Programme reports to the Transport Board and is advised by the York Counter Terrorism Working Group There is a CYC internal working group working on the detail. This group is chaired by the Assistant Director for Transport, Highways and Environment.</p>		
Exec member	Cllr Andy D'Agorne		

Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2018: City Transport Access Measures https://democracy.york.gov.uk/documents/s121198/City%20Transport%20Access%20Measures.pdf</p> <p>Executive September 2018: City Centre Access Update and Priority 1 Proposals https://democracy.york.gov.uk/documents/s126199/Executive%20Report%2027%20September%202018%20-%20City%20Centre%20Access%20Update%20and%20Priority%201%20Pr oposals%20Post%20Scruti.pdf</p>

Project title	Parking Review
Reporting period	August 2019
Description <p>This project deals relates specifically to the research, procurement and implementation of a new parking back office system to replace the old and soon to be out of date back office system, Parking Gateway. In turn this new system will help to bring around a change in how parking is managed and how our customer interact with us by taking forward a customer self service system, such as the purchasing of parking permits and dealing with PCNs (Penalty Charge Notices).</p> <p>Historically there have been a number of issues relating to the delivery of the Parking services. More than 25% of footfall in the customer centre is for Parking related matters. This has been attributed to complex policy, under performing IT systems and associated processes and lack of available online services for customers. There is an opportunity to resolve a number of issues with a change project with an ICT back office system change as the catalyst supported by a developed parking strategy and technological roadmap for the next 10+ years.</p> <p>As part of the project the council ICT team are looking into how this system could interface with existing CYC systems, such as FMS and CRM but looking forward, of these systems can interface with other systems such as parking machines.</p>	
Current status GREEN <p>Key progress for this period:</p> <ul style="list-style-type: none"> • Data Privacy Impact Assessment work under way and sent to Information Governance for a review and steer • Interview/demos with top 2 suppliers completed • ICT questions clarified • Reference sites identified and contacted • One reference call set up 	
Future outlook <ul style="list-style-type: none"> • Completion of reference site calls/visits • Selection of winning supplier 	

<ul style="list-style-type: none"> Contract review activities 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
New system not reconciling with CYC systems such as FMS - There is a risk that the new system may not resolve the reconciliation issues identified by Veritau and Finance in the Parking audits.	Manual reconciling only generated through random financial and PCN reports between Finance and Parking Services and manually checked. Actions While not guaranteed the procurement and implementation of a new parking back office system will help to mitigate against this risk Update In tender document, system types and their current version were included in the specification to support suppliers answering questions around integrations.	13	13
Council processes may not be ready to meet new system - The council is not ready for changes to processes that may be required for the new system Consequences The benefits of the new system will either not fully or in part be realised due to outdated process with Parking and related services that either haven't changed or may still be in the process of changing. For example elements of the TRO need to be	Creating resource to review the processes with related services including Network Management Actions Engage with colleagues in the teams on the changes and create a communications plan with key messages at key stages. As we assess the systems on offer it is becoming clearer the number of benefits and ease officers work will have given the functionality and automation of the new system, that will have additional positive knock on effects in creating a customer self-servcie system and aim to reduce the contact with officers by customers for parking related business.	3	13

reviewed and decided upon within statutory time scales	Update Meeting with comms completed and comms team will be invited to project board meetings as appropriate and will be having ad hoc meetings with the project manager. However, this is largely resting on the business change work that Parking will need to plan and progress.		
Poor data quality - Poor data quality in legacy systems impacts data migration. Consequences The new system may not be able to process the data correctly or/and missing or part PCN and permit records are only accessible. This will also add to delays in implementation of the new system	(See mitigation section) Review of our current data and system mapping our current system to the new system. This will allow the new supplier to understand our system and how the data migration can successfully be completed. Actions Review our data in advance of the implementation and perform any cleanse data based on the supplier's feedback. Perform a mapping exercise with the supplier to understand how our current data maps to the new system. Explore with selected supplier the risks of not migrating the data. Latest update Project manager is reminding the service of an action to review data migration at project board on 8.7.2019.	5	15
Stakeholders have inaccurate or unrealistic expectations of what the project will deliver Consequences Could have a specification that can not be met whether in part or its entirety given the current	Contact with other councils is being made to understand why they are or are not completing similar activities. This will help to manage expectations of stakeholders. Actions Manage stakeholders with regular meetings, this has started with CEOs. Use the RACI matrix to identify anyone who has an interest or needs to be involved and use	15	5

systems that are available. This can have a knock on effect of scope creep and lack of robust specification leading to a system that either may not meet our needs or only in part.	this to inform a project communications plan with key messages identified for specific times and specific audiences, including a more general campaign to the public about these changes, the benefits to them and how to use the system.		
<p>System will be out of support by October 2019 and there is a risk that the new system may not be in place and all parking processes moved to the new system by this time.</p> <p>Consequences Generic support for Parking Gateway will only be available from October 2018. If there are any major issues or an update may be required, then this will not be covered by the supplier as they focus on their new system. This may impact on how Parking Services can run, which could have very significant consequences, covering permits and PCN issuing.</p>	<p>Imperial may be open to negotiations to increase the support but key focus for the programme and service is this procurement of a new back office system.</p> <p>Actions We are working on procuring the system in relatively tight timescales to mitigate this as much as possible, however, CYC may need to accept the risk of an unsupported system for a limited amount of time.</p> <p>Work is progressing to extend the user licence for Parking Gateway to the end of this financial year, which will still bring some support from Imperial.</p>	17	7
Not enough staff to maintain business as usual operations throughout the project while dedicating staff to requirements, procurement, and	<p>Project budget is being used to backfill a role within Parking.</p> <p>Actions Discussing with James to explore an option of either using existing staff and back filling their day jobs or bring in a parking consulatnt to</p>	15	5

<p>implementation of the new system</p> <p>Consequences</p> <p>Parking Services may be effected in meeting council and statutory timescales as well as customer expectations. As such PCNs may have to be cancelled if deadlines are missed.</p>	<p>work with ICT and servcies and use existing staff as advisors onyl to reduce any imapct on their day job.</p>		
Reports to	The project is steered by the Parking working group and reports to the Transport Board		
Exec member	Cllr Andy D'Agorne		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2017: Parking Review</p> <p>https://democracy.york.gov.uk/documents/s103397/Car%20Parking%20report.pdf</p>		

Project title	Children in Care Residential Commissioning		
Reporting period	August 2019		
Description			
<p>City of York Council utilises many placement options in order to look after children and young people who are not able to live within their immediate birth family. City of York Council’s mainstream and short break foster carers are recruited and trained to look after York’s most vulnerable children and young people.</p> <p>To deliver on our commitment to the Making York Home vision and the aims of the Child in Care Strategy our priorities are;</p> <ul style="list-style-type: none">• The recruitment of new foster carers• The retention of the current fostering workforce, and• Increasing the options and flexibility of other placement provisions including residential.			
Current status GREEN			
Foster care			
<ul style="list-style-type: none">• Foster care recruitment business case agreed• Foster Carer fees and allowances updated policy communicated to Foster Carers			
Residential			
<ul style="list-style-type: none">• Executive paper agreed• Key stakeholders briefed on options and potential developments .			
Future outlook			
<ul style="list-style-type: none">• Foster Carer new Fees and allowances goes live• Foster Carer recruitment implementation plan developed• Residential long list of property options developed• Procurement options developed			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
FC recruitment and	- Regular monitoring	20	19

retention - Changes and proposals negatively impact on Foster Carer recruitment and retention	Actions <ul style="list-style-type: none"> - Marketing and recruitment strategy - Retention work - Increase the support and training of FC as per proposals Latest Update If foster carers recruitment budget is not agreed based on BC the numbers of new FCs is not likely to increase to required level to meet need/demand.		
New Sufficiency Provision - New provision does not effectively respond to current and sufficiency challenges	<ul style="list-style-type: none"> - Regular reporting to DMT and CMT Actions <ul style="list-style-type: none"> - Collate learning from other LAs - Mixed economy of provision Latest Update If foster carers recruitment budget is not agreed based on BC the numbers of new FCs is not likely to increase to required level to meet need/demand.	20	19
Budget Overspend - New provision exceeds agreed budgets	<ul style="list-style-type: none"> - Financial Reporting Actions <ul style="list-style-type: none"> - Financial modelling in advance of decisions - Risk budgeting Latest Update If foster carers recruitment budget is not agreed based on BC the numbers of new FCs is not likely to increase to required level to meet need/demand.	21	20
Gap in residential provision - New provision is not in place before the end of the existing residential contract.	<ul style="list-style-type: none"> - Regular contract management meetings Actions <ul style="list-style-type: none"> - Extend existing residential contract 	21	19
Response from market - Market does not respond	<ul style="list-style-type: none"> - Input from Procurement team Actions	23	19

adequately to procurement specifications	- Market engagement exercises		
Foster Carers are unhappy with proposals and process of consultation	<ul style="list-style-type: none"> - Briefing of Directors, Councillors and CMT PH Actions <ul style="list-style-type: none"> - Careful and considered consultation process - Briefing of key decision makers 	21	16
Reports to	CEC DMT and Project Board		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton – Corporate Director of Children Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

Project title	Inclusion Review
Reporting period	August 2019
Description <p>The purpose of the inclusion review will be to ensure that The Local Authority and School Community work together to maximise the opportunity for early intervention and prevention and to improve the outcomes of children and young people with special educational needs and/or disabilities (SEND).</p> <p>The review will examine the current configuration of services and the use of funding to support SEND to ensure that there is greater clarity and accountability around the use and impact of resources. The pressures on the High Needs funding block within the designated schools grant (DSG) means that there are accelerating financial pressures in meeting the needs of children and young people with SEND.</p> <p>A key purpose of the Inclusion Review is ensuring that the pressures on High Needs funding are being managed effectively whilst ensuring that the local authority is able to deliver its statutory duties articulated in the Children and Families Act, 2014 and the SEND code of practice.</p>	
Current status GREEN <p>Phase 3 of the Inclusion Review has started and a steering group appointed. The programme plan will be developed by this group using the recommendations from phase 2 of the review.</p> <p>The strategic principles developed in stage 2 have been agreed and shared with the Council's Executive, Schools forum and members of the York Schools and Academies Board.</p> <p>Capital works have taken place at Hob Moor Oaks primary special school (August 2018) and capital works have been agreed to support the development of the post 19 local education offer at Blueberry academy and Askham Bryan College.</p> <p>Expressions of interest for secondary satellite provision have been received and a project plan is in the early stages of development.</p> <p>A feasibility study is taking place with a primary school to support the</p>	

development of a proposed primary ERP provision.

Preliminary work to review the Behaviour and Attendance Partnership protocols and processes is underway.

A steering group has been established to oversee the academy conversion of the Danesgate Community. This will put in place a commissioning agreement with the South Partnership Multi-Academy Trust which will define the future relationship between the local authority and Danesgate when it becomes an alternative provision academy.

Future outlook

- The commissioning contract for Danesgate is being drafted and a first draft will be shared with the South York MAT during the week beginning 2nd September 2019.
- Further work to develop models of alternative provision is being done with the secondary heads forum on 20th September 2019.
- The school inclusion adviser will take up his post on 1st September 2019 this will help to develop the early help offer for schools to support inclusion in mainstream.
- The head of the specialist teaching team is reviewing and re-drafting the contracts for the enhanced resource provisions.
- The SEN capital projects plan has been drafted and individual project plans are being developed.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Children and young people with SEND are unable to access education provision - There are insufficient specialist and mainstream places for children and young people with SEND. This will mean that the LA is failing to deliver its statutory sufficiency duty. Consequences	Work taking place both through the School Place Planning Project and the Inclusion Review is identifying where additional mainstream and specialist places are needed. The LA has received additional capital funding from the DfE to provide places for children with SEND and an outline programme of capital works has been developed. Actions Work has taken place at Hob Moor Oaks to meet the needs of	21	20

The LA would be subject to legal challenge from parents and carers.	children with complex autism. Project plans are being developed for an additional primary enhanced resource provision and a secondary satellite.		
<p>The financial pressures on the High needs block are not managed effectively which would create an increasing deficit.</p> <p>Consequences There would need to be a reduction in central SEN services and/or the LA would need to request a virement of funding from the Schools Block of the DSG, this would impact adversely on school budgets and would cause reductions in school staffing and the curriculum which would have a negative impact on provision for children and young people</p>	<ul style="list-style-type: none"> - The current use of high needs funding is being reviewed and potential savings identified. The development of more in city provision for children and young people with SEND is reducing cost post 19 as more young people are staying in city rather than accessing residential placements out of city. - The development of joint commissioning processes across education, health and care will help to mitigate pressures on the High Needs DSG. - Development of alternative provision pathways which are locality based will help to reduce transport costs. <p>Actions</p> <ul style="list-style-type: none"> - Development of more provision through completion of capital projects. - Review of alternative provision to ensure a graduated response to children with SEMH as their primary need has been developed. 	21	20
<p>The number of permanent exclusions increases - The work to rewrite the BAP protocols and to tighten admissions criteria for the Danesgate Community may result in an increase in</p>	<p>The current approach to management has kept permanent exclusions low however, there has been a rapid rise in the number on roll at the Danesgate Community.</p> <p>Actions A sub group is working on the re-drafting of the BAP protocols. Changes to the Ofsted inspection</p>	20	20

<p>permanent exclusions.</p> <p>Consequences</p> <p>The LA will have to arrange provision for permanently excluded pupils.</p>	<p>framework will challenge schools to ensure that they are not off rolling children.</p>		
<p>Increase in legal challenge from parents - There is an increase in parents pursuing tribunal claims as a result of not being able to access education provision for their children.</p> <p>Consequences</p> <p>Legal costs escalate and there is reputational damage to the LA</p>	<p>The review and development of the additional ERP and satellite provision plus extension of the post 19 local offer.</p> <p>Actions</p> <p>Use of SEN capital to add additional places and co-construction with parents.</p>	20	20
Reports to	CEC, DMT		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive November 2018: The Inclusion Review and the Special Needs Capital Grant</p> <p>https://democracy.york.gov.uk/documents/s127183/The%20Inclusion%20Review%20and%20SEN%20Capital%20Grant%20Executive%20final%20draft.pdf</p>		

Project title	Be Independent
Reporting period	August 2019
<p>Description</p> <p>Be Independent (BI) is the provider of the Council's community alarm and equipment service. This includes a 24 hour response service, assessment and installation of equipment, telecare and assistive technology services. These services play a key role in supporting better outcomes for individuals either in their own homes, supported living or in residential and nursing homes across the City. The aim is to prevent, reduce or delay the need for care, enabling people to be as independent as possible. Previously provided in-house, the service was externalised in 2014 and the Council supported the establishment of a social enterprise in the form of a Community Interest Company (CIC) to deliver the service.</p> <p>In June 2018 the Executive agreed to the transfer of Be Independent service back to the Council and the direct management of Health, Housing & Adult Social Care.</p> <p>All assets and liabilities will be transferred from Be Independent to the City of York Council and staff transfers will be agreed under TUPE.</p> <p>Following the transfer which was completed in August 2018, an operational review of the service has commenced to understand its core functions, purpose, strengths and areas for improvement to ensure that it is sustainable. Whilst the overarching vision for the service will be co-produced in line with the Council's vision, a 3 month IT scoping project has been commissioned to review the systems/processes currently in use as this is a key priority to move the service forward.</p> <p>Be Independent needs to have a robust IT infrastructure in line with CYC protocols to enhance and grow the business, and improve the customer experience of this Community Equipment & Response Service.</p> <p>By utilising the latest technology (GDPR compliant), workers will become agile and customers will have a seamless service from all teams including Business Support, Response, Assessment and Control Teams, where an overburden on paperwork is phased out. IT aims to integrate different software systems used for call handling, stock management and financing linked to a service manager with comprehensive performance reporting tools. Streamlining software systems and providing teams with the appropriate hardware (with internet connection) is a primary focus in order</p>	

for the teams to perform efficiently and effectively. This will improve the use of resources, develop capacity and ensure a strength based approach can be implemented in the future.

Current status

GREEN

- 4 workshops carried out with delegates from the Response, Assessment, Control, Warehouse, Driver and Administration teams to map current business processes.
- The Assessment team has been identified as the first team to trial laptops with due to the nature of their work (mobile).
- User Design work is underway where user needs have been shared with the Assessment team, initial discussions have taken place around the number of laptops to trial as well as software requirements with existing equipment.
- Request for a desktop engineer to be dedicated to this phase of user design work has been placed.

Future outlook

- Maps from workshops to be designed on Lucid Chart for a clear end to end workflow of the various business processes at Be Independent - *As is*
- Maps will be shared with management to understand what they would like future ways of working to look like - *To be*
- Value Stream Maps will be created from initial high level business process maps
- Laptop trials: if resources from desktop engineers are available, testing required software on CYC trial laptops for the assessment team, understanding how Tunstall can be accessed remotely using a VPN or RDP will be carried out

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Ability of CYC kit to integrate with Tunstall kit due to firewalls and network set up. Consequences Increase in duplication of work, margins of human error and time wasted.	Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers.	14	14

	Mitigating Action Exploring other software solutions other than Tunstall, within CYC and G Cloud as the main goal is to streamline work processes.		
Inability to input updated and accurate information by Mobile Response workers and Assessment team on current IT kit and systems (connectivity) during community visits. Consequences <ul style="list-style-type: none"> • Delay in having important real-time customer data, should another emergency occur very shortly after a visit. • Lack of data flow impacting on business efficiency and data available. • Staff lose faith and resources utilised to find work around solutions. • Failure to realise efficiencies due to requirement to double key information from many other systems and send paper information to other areas. 	<ul style="list-style-type: none"> • Comprehensive detailed ITT. • Clearly defined contractual agreement, expectations, requirements and selection criteria. • 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. Mitigating Action Reviewing IT equipment and systems that will enable BI to have an agile workforce. Suggestions are included in the business case.	23	23
Desktop Engineer Resource In order for the User Design (Equipment & Systems) work to be complete, a dedicated resource from IT Desktop Engineer is required to carry out tests on trial laptops to roll out to the first team of mobile workers. Consequences	Request for a dedicated resource has been placed.	20	20

<p>Outdated kit and systems (Windows 7, due to be out of support by Jan 2020) will lead to major difficulties in making any significant changes to the way teams currently operate. Deliverables for the next phase of work by October will not be met, delaying projected timelines of project.</p>				
Reports to	Head of ICT/Director level/CMT/Executive			
Exec member	Cllr Carol Runciman			
Director responsible	Corporate Director of Health, Housing and Adult Social Care: Sharon Houlden			
Dependencies	None			
Link to paper if it has been to another member meeting (e.g. executive, council, scrutiny committee)	<p>Executive June 2018 - Transfer of Be Independent to the direct management of City of York Council</p> <p>https://democracy.york.gov.uk/documents/s124324/Transfer%20of%20Be%20Independent.pdf</p>			