

## 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						

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

## Detailed updates

<b>Project title</b>	Older Persons' Accommodation Programme
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none"><li>• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;</li><li>• progress with plans to build a 27 home extension to Glen Lodge;</li><li>• seek the building of a new Extra Care scheme at Oakhaven in Acomb;</li><li>• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and</li><li>• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home.</li></ul> <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
<b>Current status</b>	
<p>This report now includes the Burnholme Project</p> <p><b><u>Glen Lodge Extra Care scheme</u></b></p> <ol style="list-style-type: none"><li>1. Glen Lodge is now open and operational. The flood damaged flats have now been let. We are moving into normal letting and re-letting.</li><li>2. Using Glen Lodge as their focus, Housing LIN are undertaking a "lessons learnt" exercise which will examine the service delivery models used and integration between service activities, specifically housing and care services. The review is going well and their report expected by summer 2018.</li></ol> <p><b><u>Burnholme Health &amp; Wellbeing Campus</u></b></p> <ol style="list-style-type: none"><li>3. The Centre @ Burnholme [library and community facility] is complete</li></ol>	

and will open to the public on 23rd June 2018. The child care nursery has already moved in.

4. Our partner for the Care Home @ Burnholm has appointed their builder and plan to begin construction in July 2018.
5. Priory Medical Group continue to progress their plans for a 4,000 m2 health hub. They plan to re-locate GP services from three centres, bringing them together at Burnholme: the surgeries at Tang Hall Lane, Millfield Avenue and Heworth Green. They have begun the appropriate consultation on these moves engaging Health Watch. They continue to work on the funding plan for the development.
6. Executive at their meeting in July will be asked to agree the investment of £2.45m in works and the management arrangements for the Sports facilities @ Burnholme.

### **Oakhaven Extra Care Facility**

7. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme.
8. Public engagement events in March 2018 have demonstrated support for their proposed building while also revealing some concern regarding size and position on the plot. The size of the building is determined by the need to have at least 50 apartments on site. Ashley House will now decide whether they wish to proceed to the submission of a planning application and, before doing so, will meet with the Head of Planning in July.

### **Marjorie Waite Court Extra Care scheme**

9. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29 new apartments, four new bungalows, a 172 m2 community facility and enhancements to the services in the wider complex. It will include homes to rent and homes to buy.
10. The planning application for this work has been submitted and is expected to be determined in July 2018. Meanwhile, tendering for the construction work has begun and is expected to conclude in August 2018.

### **Lowfield re-development**

11. The planning application for the Lowfield site including a detailed application relating to the housing, roads and public open space and an outline application relating to the care home, health centre, roads and

public open space and community & self-build was submitted in October 2017 and is expected to be considered by the Planning Committee in July 2018.

12. Executive agreed that the Council should be the developer of the Housing on the site. Cost consultants are engaged to price the proposals in order to confirm the affordability and profitability of the development.
13. With regard to the Yorspace land, we have obtained an independent valuation of this site and entered into an Exclusivity Agreement for sale. Yorspace have secured grant to progress their proposals and will be ready to seek consent to proceed once outline planning consent is secured.
14. Executive has noted the progress being made to deliver new football pitches at the Ashfield estate and agreed that we can engage in a Community Asset Transfer to secure their long term use. The planning application for these works has been submitted and we have submitted a funding application to the Football Foundation for a contribution to the cost of works. Procurement of the works is under way and is expected to conclude in June 2018. The planning application is expected to be determined in July 2018.

### **Existing Older Persons' Homes**

15. Executive in January 2018 agreed that we should procure a partner to take over the provision of services at Haxby Hall. This procurement has been launched and will conclude in the summer of 2018.
16. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work was planned to begin in Q1 2018. However, a request for a Judicial Review has been allowed and the hearing is scheduled for 16 and 17 July 2018. However, preparatory works continue. Members have confirmed their commitment to continue with the preparatory work. A duplicate planning application will be considered by Committee in July 2018.
17. The proposal to deliver 33 apartments on the Grove House site has been approved by the Area Planning Committee and sale of this site has now concluded.
18. McCarthy & Stone are progressing well with the re-development of the Oliver House Older Persons' Home site (the home closed in 2012) to provide 34 retirement apartments. The scheme will be officially opened by Cllr Runciman in July 2018.
19. Executive in February agreed to sell the Willow House Older Persons' Home site on Long Close Lane, Walmgate, for £2,75m to a developer who will use the site for residential dwellings.

20. Woolnough House older persons' home was closed in November 2017, with residents moving safely to new accommodation. The building is suffering vandalism and we therefore plan to demolish it while we await the decision on future use.
21. Following consultation on the option to close Windsor House on Ascot Way, Executive has resolved that the home should close with residents moving to new accommodation. All residents have moved out and we are in the process of closing down the services on site. Executive also agreed that the site should be used for the Centre for Excellence for Disabled Children and their families. Enabling works necessitates the moving of the boiler that heats Lincoln Court next door, and this work will be combined with other improvements to Lincoln Court, subject to Member approval of the investment. Executive have approved the investment plans for Lincoln Court and we expect to submit the planning application for the works in July 2018.
22. Morrell House older persons home is now closed with all residents and staff moving safely to other locations. This is the last and final home which is scheduled to close. We will now "mothball" the building for a period of time until it is decided whether it is needed to provide temporary accommodation to assist the Haxby Hall redevelopment.

### **New Independent Sector Care Home provision**

23. The Chocolate Works care home has opened, providing 90 care beds. The operator is slowly letting bedrooms so as to ensure a steady step up of service. The Council have purchased some beds including accommodation for residents moving from Morrell House.
24. The plan to build a 76 bed care home on the site of the Carlton Tavern on Acomb Road (next door to Oakhaven) to deliver an integrated care solution for older people with a range of care needs was approved for consent by Planning Committee in October 2017. However, a challenge to that decision meant that the Committee refused the application when they met in December 2017. The applicant has submitted an appeal to the decision to withhold consent.
25. An application to build a 66 bed care home on Green Lane in Clifton has been approved by the Planning Committee in January 2018. Construction has begun.

### **New Independent Sector Extra Care provision**

26. Work has begun on the construction of the care home and Extra Care apartments at New Lodge in New Earswick. The Joseph Rowntree Housing Trust expects the first phase of accommodation to be ready by

Q3 2019 and work will continue until late 2020.

27. The Abbeyfield Society has submitted plans for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We agreed nomination rights to a proportion of these homes. Area Planning Committee approved this application when they met in January 2018. Work is expected to begin later this year.
28. Developers have discussed care home and extra care opportunities on sites elsewhere in the city.
29. We will engage with the York Central team to evidence the need for and benefits of accommodation with care for older people in this area.

### **Future outlook**

1. The Centre @ Burnholme will open to the public on 23rd June. An official opening ceremony will be held in July.
2. Subject to Executive agreement to investment and management at their meeting at the beginning of July, we will carry out public engagement on plans for the refurbishment and extension of sports facilities at Burnholme in July and submit the planning application shortly after.
3. Construction of the Care Home @ Burnholme will begin in July.
4. The planning application for the Marjorie Waite Court extension will be considered by Area Planning Committee in July. Subject to that consent, in August we will appoint the builder for the works and, meanwhile, we will carry out preparatory enabling works.
5. The planning application for the Lowfield Green development, including an outline consent for a new care home, will be considered by Planning Committee in July. Subject to the award of consent, we will procure a builder to begin work on the site. We will also begin the procurement of a partner to deliver a care home on site.
6. The planning application for the football pitches on the Askham Estate land will be considered by Planning Committee in July.
7. Following further tenant consultation in July we will submit a planning application for the improvement and extension of Lincoln Court.
8. We will agree next steps for Oakhaven.
9. We will conclude the Haxby Hall procurement.
10. The judicial review of the Fordlands planning consent will conclude in July.
11. The planning appeal for the care home at Carlton Tavern will progress.
12. The Glen Lodge review will conclude in the summer.
13. The report on the further phase of the Older Persons' Accommodation Programme will be circulated for discussion in late June 2018 with the intention of taking it to Executive in September 2018.

## Key risks

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

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

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

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

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

<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents.	Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.	19	2
Project does not deliver the right number and type of care places required by the	Regular market review. Modelling of predicted care	19	6

City. Needs remain unmet.	levels to look at effect of the provision of different numbers of care places by type.		
Increase in interest rates would impact negatively on borrowing.	Use of capital receipts rather than borrowing.  Use of capital receipts rather than borrowing.	19	8
There is insufficient funding to deliver all of the elements of the project.	Sale of vacant OPH sites and land at Burnholme.  Alternative sources of funding to be identified and secured in order to achieve full project.	19	1
Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.	Careful pre-planning consideration of likely objections and possible mitigations.  Use of skilled advisers and pre-planning engagement in order to hear and explain.	20	19
<b>Reports to</b>	Executive, CMT, Project board, DMT		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Burnholme Health & Wellbeing Campus Capital Programme		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive July 2015 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p> <p>Executive October 2015 - Grove House and Oakhaven O Persons' Homes <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=</a></p> <p>Executive November 2016 (Willow house OPH) <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId</a></p>		

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**Executive December 2016 - Older Persons' Accommodation Programme Update**

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

**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>

**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>

**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>

**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>

**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>

**Executive September 2017 - Demonstrating Delivery of the Older Persons' Accommodation Programme**

<http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf>

**Executive October 2017 - Disposal of Willow House, Walmgate, York**

<http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf>

**Executive December 2017 - A Further Phase of the Older**

**Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home**  
<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf>

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

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

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

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

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

<b>Project title</b>	York Central
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>A draft design freeze set of parameter plans and illustrative masterplan (informed by extended community consultation, consultee liaison and pre-application engagement) has been approved by the project board and will be considered by the CYC Executive for endorsement on 21st June 2018. Preparation of Outline Planning Application for full teardrop site and full application for phase 1 infrastructure (including infrastructure design to RIBA stage 3) continues and submission is now programmed for early August and Late September respectively. Procurement by CYC of infrastructure delivery partners is progressing, with the procurement strategy near agreement. The design of the access road and bridge, and relationship with Millennium Green continues to be finessed. The draft design freeze presents an alignment which does not require additional Millennium Green land, but proposes landscaping to the infrastructure boundary on land which would remain within the lease.</p> <p>Partnership discussions are continuing and a Memorandum of Understanding will be considered by Members at 21.6.18 Executive in this respect. Co-development work on the Housing Infrastructure Fund bid has yet to commence in earnest.</p> <p>A business case for the drawing of £0.5m YNYER LGF funding to support project development work was approved by the LEP. Work to progress the west yorkshire + transport fund project components is continuing, and public consultation on the works to the railway station frontage (a linked but separate project to York Central) is currently underway.</p>	

<b>Future outlook</b>			
<ul style="list-style-type: none"> <li>• Member approval of MOU and draft parameter fix</li> <li>• Co development of HIF bid</li> <li>• Progression of planning application material</li> <li>• Progression of procurement works</li> </ul>			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
<p>Delayed submission or determination of planning applications.</p> <p>Delayed submission or determination of planning consents would delay commencement of development and reduce public funding availability.</p>	<p>Control mechanisms for this risk include:</p> <ul style="list-style-type: none"> <li>• Allocation of sufficient expert planning resource to the project</li> <li>• Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders</li> <li>• Effective community consultation &amp; engagement</li> <li>• Procurement of expert planning legal advisors to ensure compliant approach</li> <li>• Effective engagement with the Local Planning Authority in respect of the Plan Making Function</li> </ul>	19	13
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives.</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p>	23	22
<p>Inability to form an effective partnership and successfully engage investors/ developers will result in development</p>	<p>Effective project governance and partnership arrangements are resulting in strong joint working.</p>	23	22

taking place in a piecemeal manner, if at all.			
Large-scale infrastructure interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.	Detailed design of core infrastructure is currently underway; this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism.	22	17
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
<b>Exec member</b>	Cllr Ian Gillies and Cllr Keith Aspden		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive December 2015 – York Central and Access Project  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Executive July 2016 – York Central  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Executive November 2016 - Consultation on access options  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9307&amp;Ver=4</a></p> <p>Third party acquisitions  <a href="http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf">http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf</a></p> <p>Executive July 2017: Project and Partnership Update  <a href="http://democracy.york.gov.uk/documents/s115798/York%20Central%20Uupdate.pdf">http://democracy.york.gov.uk/documents/s115798/York%20Central%20Uupdate.pdf</a></p>		

**Executive November 2017 - Preferred Access Route and Preparation for Planning**

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

**Executive March 2018 - York Central Access Construction**

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

<b>Project title</b>	Castle Gateway
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>Work is progressing on the preparation of planning applications for work package 1 of the masterplan, principally the multi-storey car park (MSCP) at St George's Field and apartments at Castle Mills. We are currently in the pre-application period with Historic England and the council's development management officers. We are also working with the Environment Agency to ensure the design of the MSCP responds to the flood issues, and are about to commence with preparatory archaeological investigation works. The key next step is to agree solutions to deal with Yorkshire Water sewers on both sites, which may require diversions or revised designs. This may result in a delay to the anticipated application submission dates of autumn 2018 due to Yorkshire Water's 14 week statutory response period.</p> <p>A short term lease has been agreed with the developers of Ryedale House, Newby, to use Castle Mills as a site compound in return for the demolition of the existing buildings on site. This will save the council £180k capital budget set aside for the demolition, with the site returning to the council once we are in position to commence with the redevelopment.</p> <p>Spark:York opened on 4th May 2018, with the tenancy ending in June 2020 which will release the site for development. The initial operational period has been very successful with high levels of footfall and positive local and national media coverage. There remains a few planning conditions to be discharged which are being progressed by the planning department, but it is</p>	

a huge boost to the Castle Gateway that it has opened and created significant buzz.

English Heritage have reviewed their proposals for the Clifford's Tower visitor centre, in part due to the new opportunities offered by the Castle Gateway. They are keen to engage to understand how an alternative visitor centre can be accommodated in the wider masterplan.

The temporary Rose Theatre on Castle Car Park is almost fully complete ahead of the opening in late June. The theatre will host daily productions of Shakespeare throughout the summer as part of the long term plans to change the car park in to a public space and events area.

A bid has been submitted to the Leeds City Region Business Rates Pool to formalise a partnership with York Museum Trust (YMT) and to allow Castle Car Park to host a series of events in the summer of 2019. The partnership funding would allow YMT to bring forward their design work for the Castle Museum in advance of their December 2019 Heritage Lottery Fund bid. This will ensure our shared ambitions can be designed in conjunction. The events element of the bid would allow us to build on this summer's Rose Theatre to continue to promote the perception of Castle Car Park as an events space.

### **Future outlook**

The priority is to submit applications to Yorkshire Water for the feasibility work to be undertaken to find the best solution for the sewers on the sites in work package 1. There is a 14 week statutory period for Yorkshire Water to respond, and this may delay the design work until we receive a response. We are working with Yorkshire Water to try and speed up this determination period. In the meantime surveys and archaeological works are progressing.

We are in the process of agreeing a Memorandum of Understanding for a partnership with York Museum's Trust to advance our plans in tandem. Discussions are in place to include English Heritage in this partnership to explore shared solutions to expanded visitor facilities. If the Leeds City Region Business Rates Pool bid is successful this will provide vital funding to advance detailed design work.

Work is progressing to scope out the next phase of the My Castle Gateway project to consult on the planning applications in work package 1 and to shape the future planning applications for work package 2. This will help define the brief for the new public spaces to replace Castle Car Park and

create a new riverside walkway and bridge at the rear of the Castle Museum.			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Insufficient legal resources and internal experience to support the establishment of a delivery model for the council's assets.	<p>The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p> <p>Legal are currently conducting a review of the project and identifying what resources are needed and whether this will be internal or external.</p>	21	14
<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets.</p>	<p>Discussions with other land owners and developers are active and ongoing, and the Executive have asked officers to conduct detailed discussions with Steamrock Capital, the other major landowner in the area, to understand if there is an opportunity and potential to work in partnership. The outcome of this, and alternative delivery models, will be taken back to the Executive later this year.</p> <p>The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development.</p>	23	19

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

	<p>is limited.</p> <p>A bid will be prepared and submitted to the West Yorkshire Transport Fund to finance major junction improvements and highway infrastructure proposed in the masterplan.</p> <p>Future business cases will be prepared for each of the council's development sites to establish the delivery mechanism and strategy for each individual work package.</p> <p>Ultimately, should the full ambition of the masterplan prove to be financially unviable the Executive will have a series of options from seeking external funding, scaling back the masterplan, or the council funding any viability gap.</p>		
<p>Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or reduce the quality of the wider project</p> <p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims</p>	<p>A clear masterplan has been approved for the Castle Gateway with defined uses for council owned land assets. The Executive have committed to the next stage of delivery for the first development sites by creating a capital budget to secure planning permissions for work package 1 and 2.</p> <p>Alongside planning applications for each work package officers will prepare detailed business cases setting out delivery options to ensure that development proceeds</p>	21	20

<p>of the project.</p>	<p>once planning permission is secured. Each work package will contain elements of infrastructure and public realm that cost money and development opportunities that will generate a commercial return to help pay for that investment.</p> <p>A report will be taken to the Executive in the autumn of 2018 to seek a capital budget to construct the proposed St George's Field multi-storey car park. This is the first step in delivering the heart of the masterplan by replacing and allowing the closure of Castle Car Park.</p>		
<p>Failure to secure West Yorkshire Transport Funding</p> <p>The key funding strategy to meet the masterplan's viability gap is to seek West Yorkshire Transport Funding for the major highways and transport infrastructure elements of the project. This is envisaged to be in the region of £7.5m.</p>	<p>The Castle Gateway masterplan has been raised with WYCA at a strategic level.</p> <p>To mitigate this risk the business case for the funding will be made to the WYTF as a matter of urgency. Whilst some of this risk could be offset by delaying the planning applications until funding has been secured this could lead to a significant delay (as the WYTF bid process is considerable), but more importantly it would reduce the chance of any bid being successful as deliverability – evidenced by planning permission – is a key criteria in awarding funding. It would therefore improve the chances</p>	20	19

	of a successful bid to proceed with the bid and planning applications in tandem.		
<b>Reports to</b>	Working group has been established to manage the project governance. Chaired by Neil Ferris and reports through to the Executive.		
<b>Exec member</b>	Cllr Ian Gillies		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Local Plan Policy, City Transport Policy		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive October 2015 - York's Southern Gateway  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive November 2016 - Land Assets on Piccadilly  <a href="http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf">http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</a></p> <p>Executive January 2017 – Update York Castle Gateway  <a href="http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf">http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</a></p> <p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park  <a href="http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf">http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</a></p> <p>Executive April 2018 - Castle Gateway Masterplan  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10197&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10197&amp;Ver=4</a></p>		

<b>Project title</b>	Local Plan
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<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"> <li>• provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive;</li> <li>• 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;</li> <li>• seek the views of Members on the most appropriate way of</li> </ul>	

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

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

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=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 4<sup>th</sup> April 2018 and a report was taken to LPWG on 2<sup>nd</sup> May and Executive on 8<sup>th</sup> 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 17<sup>th</sup> May 2018 members resolved to submit the Local Plan to the Planning Inspectorate (PINS) for independent examination.

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

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

### **Future outlook**

The Plan was submitted to PINS on 25<sup>th</sup> May 2018 and two Inspectors have been appointed to conduct the examination – Simon Berkeley and Andrew McCormack.

It is anticipated that the hearing sessions will commence in September 2018.

<b>Key risks</b>			
<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options.	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilise planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
<b>Reports to</b>	Executive, Local Plan Working Group		
<b>Exec member</b>	Cllr. Ian Gillies & Cllr. Keith Aspden		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	Deliverability of York Central		
<b>Link to paper</b>	Executive July 2015		

<p><b>if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p><a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a>  Document  <a href="http://democracy.york.gov.uk/documents/s98802/Report.pdf">http://democracy.york.gov.uk/documents/s98802/Report.pdf</a></p> <p>Executive June 2016  City of York Local Plan – Preferred Sites Consultation  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9191&amp;Ver=4</a>  Document  <a href="http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf">http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</a></p> <p>Executive January 2017  Update on Local plan  <a href="http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf">http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</a></p> <p>Executive October 2017  Minerals and Waste Joint Plan - Submission  <a href="http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf">http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</a></p> <p>Local Plan Working Group January 2018  <a href="http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf">http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</a></p> <p>Executive May 2018  City of York Local Plan – Submission  <a href="http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf">http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</a></p>
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<b>Project title</b>	The Guildhall
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>This progress update covers the period to 15 June 2018.</p>	
<b>Statutory Consents / Approvals</b>	
<ul style="list-style-type: none"> <li>• <b>Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE</b></li> <li>• Planning and LBC approvals granted 16 Feb 17</li> <li>• Executive approval for scheme delivery 16 Mar 2017</li> <li>• Full Council approval of budget requirement 30 Mar 2017</li> <li>• Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery.</li> </ul>	
<b>Project Progress</b>	
<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>	
<b>Future outlook.</b>	
<p>Progress will now be monitored against the revised programme with key deadlines for the re-tender closely monitored.</p>	

<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
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	23	19
Insufficient revenue income to repay borrowing. <ul style="list-style-type: none"> <li>Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.</li> <li>Project is unviable or requires additional council revenue to underwrite borrowing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Soft market testing</li> <li>Robust marketing - selection and assessment process</li> <li>LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC</li> </ul>	25	20
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> <li>No offers at expected value</li> <li>Failure to agree heads of terms</li> </ul>	Soft market testing  Robust marketing - selection and assessment process, may require re-marketing	23	18
<b>Reports to</b>	Executive, CSMC, Project board		
<b>Exec member</b>	Cllr. Ian Gillies		
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	Local plan		
<b>Link to paper if it has been to another member meeting (e.g. executive,</b>	Executive October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a>  Scrutiny – 13 June 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;Ver=4</a>		

<p><b>council, a scrutiny committee)</b></p>	<p>Exec – 14 July 2016  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=9303&amp;Ver=4</a></p> <p>Planning application links</p> <p>16/01971/FULM   Alterations and refurbishment of Guildhall complex to create conference rooms, meeting 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  <a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5KESJMZK00</a></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  <a href="https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00">https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=OCD5LDSJMZL00</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf">http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</a></p> <p>Executive May 2018  The Development of the Guildhall Complex  <a href="http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf">http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</a></p>
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<b>Project title</b>	Community Stadium
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> <li>• Site mobilisation and ground preparation started December 2017.</li> <li>• Site operational from 8 January 2018 and full construction has begun.</li> <li>• Pile mat complete.</li> <li>• Piling complete as of March 18.</li> <li>• Steel frames and all foundations and drainage ongoing from March 2018.</li> <li>• Superstructure Ongoing across the commercial buildings.</li> <li>• Superstructure complete on leisure building.</li> <li>• East stand superstructure progressing.</li> <li>• Foundations almost complete across the South, West and North stands.</li> <li>• Construction progressing well and on schedule.</li> </ul> <p>The timetable included in the report to Executive in October 2017 highlighted that the facilities will be complete and open by Summer 2019.</p>	
<b>Future outlook.</b>	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> <li>• Superstructure for the East, North, South and West stands until December 2018.</li> </ul>	

- Completion of the road and connections build by December 2018.
- Confirmation of tenants for the commercial and lantern units by March 2019.
- Confirmation of sponsorship and naming by Spring 2019.
- Site completion April 2019.
- Commercial tenants fit out January 2019 to June 2019.
- Stadium and Hub Tenant occupation May/ June 2019.
- Site open and operational end of June 2019.

### Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
YCFC go out of business before the stadium is operational	<ol style="list-style-type: none"> <li>1. Deliver project without delay to ensure all legal agreements signed become active at point of occupation.</li> <li>2. Ongoing review of accounts of YCFC as part of proposed occupancy agreement.</li> <li>3. Mitigating CYC's financial exposure as part of risk transfer to bidders.</li> <li>4. Ongoing project meetings with YCFC to review position</li> <li>5. Ongoing review of clubs financial position and accounts.</li> </ol>	19	19
Not realising estimated commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> <li>a. Savills report supports figures as proposed</li> <li>b. Potential to increase the amount of retail in the final scheme</li> <li>c. Reduce the outputs of the project</li> </ol> <p>Agreement now in place with sectional completion and first payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.</p>	19	19

Failure to find tenants for the Lantern unit and commercial unit	Tenant for the lantern is at agreement for lease and awaiting legal sign off. Commercial agents have been appointed for the commercial unit.  Mitigation is to find tenants. Failure will leave the revenue model at risk.	19	18
Failure to find a sponsor for the stadium naming rights	Ongoing discussions with a number of potential sponsors.  Mitigation is to find a sponsor. This is progressing well at present.	14	13
Finalisation of the NHS design enabling foundation and drainage for the build to be completed on schedule.  Delay to the overall build as foundations require a fixed drainage design.	Expected design by 11 May 2018. This is four months late and will impact on the build schedule.  Proceed on agreed plan in the lease with all changes at cost to the NHS.  Limited mitigation, all changes are only with CYC agreement so none will be accepted that impact the overall build programme beyond a June 2019 opening.	20	20
<b>Reports to</b>	Executive, Economic Development and Transport Scrutiny Committee, Project Board		
<b>Exec member</b>	Cllr. Nigel Ayre		
<b>Director responsible</b>	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
<b>Dependencies</b>	Yearsley review. The continued operation of Yearsley is Potentially linked to the DBOM contract proposed.		
<b>Link to paper if it has been to another member</b>	Full Council March 2016: <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&amp;MId=8836&amp;Ver=4</a>		

<p><b>meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p><b>Executive December 2016</b>  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p><b>Executive March 2017</b>  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p> <p><b>Executive July 2017</b>  <b>Community Stadium &amp; Leisure Facilities Report</b>  <a href="http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf">http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</a></p> <p><b>Executive October 2017</b>  <b>Community Stadium Project Report</b>  <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a></p>
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<b>Project Title</b>	ASC - Future Focus
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>Demand for Adult Social Care rises each year. People are living longer into old age requiring support, there are more people living longer with complex long term conditions and there are increasing numbers of young adults in transition to adult services with complex needs.</p> <p>This increased demand for services coincides with significant financial pressure arising from reduced Local Authority funding, legislative changes driven by the Care Act and an increased public expectation of Adult Social Care and rightly an expectation of high quality, personalised and flexible support for those who are eligible for care.</p> <p>The goal of health and care services is to help older, vulnerable or disabled adults who have ongoing support needs to live well and have a good life. A “good life” means living independently at home wherever possible, with opportunities to spend time with other people and to do things which are meaningful to that individual.</p> <p>Current ways of supporting adults do not consistently result in everyone achieving all of their goals and living well where they want to live. People and families are not always helped enough to look after themselves and each other. Services can be overly paternalistic and lack the choice and control that services users rightly demand.</p> <p>Social care is often a vital part of enabling people to live independent lives but it is far from being the only component to enable people to live fulfilled lives. We must be ready to have different conversations which take full account people’s assets, strengths, knowledge and skills to build and harness the contributions of people, their personal networks, social capital and their local communities. This will support greater wellbeing and independence.</p> <p>The nature and scale of these challenges requires a fundamental shift in how Adult Social Care is delivered to ensure financial sustainability and to help those with social care needs, their families and carers have a better quality of life.</p> <p>There is an emerging consensus that community based models of social work based on Asset Based Conversations that will support a collaborative</p>	

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

### **Current status**

**GREEN**

Actions progressed this period are:

- a. Progress of 2nd talking Point Site.
- b. Connections with External Organisations.
- c. Commence Organisational Design Consultation and Communication.
- d. Staff networking Sessions
- e. Mobile Working decision / escalation
- f. Progressing Evaluation Talking Point

g. Command and Control data and business performance

**Progress update this period.**

**Progress of 2nd Talking Point Site**

Following the customer engagement session taking place at Oaken Grove, Haxby to speak to people about a preferred location and timing of the sessions it has been agreed that the 2nd Talking Point venue in the city will be Oaken Grove. **The date for the first sessions will be 3<sup>rd</sup> July.** The site will run 6 sessions weekly and will be evaluated using the customer feedback mechanisms developed for the 1<sup>st</sup> TP site.

**Connections with External Organisations**

Links continue to be made within the current talking point area and those of the 2nd talking point site with Housing, Children's Services, GPs, District Nurses, Social prescribing, LACs, Age UK and Police. This will ensure that multiple agencies can support and refer to the Talking Point where appropriate. The 2<sup>nd</sup> Talking point is an agreed joint venture between Age UK and ASC. Stakeholder groups continue to meet bimonthly and are well attended.

**Commenced Organisational Design Consultation and Communication**

The change in practice from care Management to Community led support requires a form change to service structure. Following initial consultation with managers, and the imperative to support volumes of work via Talking Points in multiple neighbourhood areas, a view of changes to teams is being worked through with staff and union representatives. Staff were invited to 2 days in May to look at and discuss the changes required. These went well and allow us to proceed with proposed changes around the CAAT and Long Term teams in ASC.

**Staff Networking Sessions – National meeting.**

A number of staff from the ASC teams joined other local authorities as the national group meet in Manchester over the last period. The aim was to share the success of the approach in areas that are more developed than our own and to build a network to share good practice. Staff came away with actions to progress their own development and that of the organisation.

**Mobile Working Decision / Escalation**

Issues regarding mobile technology and specifically use of mobile phones in ASC were escalated and discussed at the CYC Digital Board this month.

While funding from this group was not approved, following the discussion capital funding was found to address the mobile working issues and the data concerns arising from use of personal equipment. This will be progressed to a delivery plan during the next period.

### **Progressing Evaluation of Talking Points**

Colleagues within the partner agency NDTi joined the project team and BI colleagues to look at the data and practice within the Innovation Site (1st talking Point) to evaluate early issues. There has been a lot of learning within the first month of operation and this will be compiled from both hard data and customer and staff feedback for early view of work. Stories and early evidence are being collated for feedback to CMT and stakeholders in the next period. It was decided to combine learning from the TP with that of the wider system, specifically Local Area Co-ordination, Social Prescribing and the work of Primary Care Home. These agencies have been invited to contribute to an evaluation workshop planned for 11 September.

### **Command and Control Data and Business Performance**

BI colleagues have taken the lead in replacing the dashboard which consisted primarily of metrics associated with the Outcomes Framework. The intention is to align the project success and uptake of the Talking Point Opportunities and improved outcomes to the business management data to drive best use of resources and management oversight of outcomes and outputs. This dashboard continues to be developed, and while not yet 100% complete due to required database changes based on new practice, is developing in a manner that allows assurance of benefits and progress of the project.

### **Future outlook**

Actions progressed this period are:

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- d. Staff networking Sessions
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- g. Command and Control data and business performance

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## 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.  Savings not realised despite change.	Objective external appraisal of Benefits / Savings.  Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.	14	8
The changes do not realise the required levels of financial benefits.  Despite changes, external or unforeseen factors prevent full extent of	An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan.  Benefits will be monitored	19	14

savings to be realised putting ASC financial Savings plan at risk.	throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.		
The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.	Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.	15	11
<b>Reports to</b>	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	Market development, Comprehensive Information, Advice and Guidance for ASC		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017  Future Focus Update Report  <a href="http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf">http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</a></p> <p>Additional Adult Social care Support and Resources Executive May 2018  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10198&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MIId=10198&amp;Ver=4</a></p>		

<b>Project title</b>	Outer Ring Road (A1237)
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
<b>Current status</b>	
<p><b>AMBER</b></p> <p>Activity in May 2018:</p> <ol style="list-style-type: none"> <li>1. Meetings took place with the Delivery Team in order to establish processes and procedures to enable a start on site in June 2018 at A1237/Wetherby Road.</li> <li>2. A review of SU Diversions has been held and as a consequence procurement of the works to be undertaken is being progressed.</li> <li>3. A public engagement process has taken place to invite comments on the proposed Monks Cross junction upgrade.</li> <li>4. Land purchase negotiations for parcels at Wetherby Road continue to go well and reduce the risks of delay caused by this area of activity.</li> <li>5. Tendering for the Phase 2 detailed design (Great North Way, Clifton Moor and Wigginton) has been completed and the work has been awarded to Pell Frischmann, the incumbent on the Phase 1 design.</li> <li>6. A Project Delivery Group meeting chaired by James Gilchrist took place in May.</li> <li>7. Shaun Harrison from CYC Transport Projects Team has been appointed as Construction Project Manager for the Junction 1 works.</li> <li>8. Initial enquiries were made into a proposed Rufforth to Knapton cycle link which will be co-ordinated with the main junction upgrade works.</li> <li>9. Implementation of the Junction 1 communications strategy i.e. press release, residents' letter, information bulletin and signing took place.</li> </ol>	
<b>Future outlook</b>	
<p>Activity Planned for June 2018:</p> <ol style="list-style-type: none"> <li>1. Commence site works for Junction 1 at A1237/Wetherby Road upgrade.</li> <li>2. Plan and begin to evaluate the results from the Monks Cross junction (Jcn 7) public engagement process.</li> </ol>	

3. Continue to engage with SU companies to provide programme of works.
4. Continue to chase progress on completion of land acquisition at Wetherby Road.
5. Look ahead to acquisition of land at Jcn 7 Monks Cross to enable segregation of land for Great Crested Newts and a future site compound.
6. Hold internal meeting about developer's planned housing near Jcn 7 Monks Cross.
7. Consider Variable Message Sign (VMS) upgrades on the Outer Ring 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 and efficient manner.</p> <p>This could lead to programme delays, which in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>	20	19
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p> <p>Withdrawal of funding will mean the YORR Improvements will not be</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13

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>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>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>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required in the north west quadrant, previously owned and sold by CYC, is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC, however this has now been agreed, albeit in a limited area of land.</p> <p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then changed their requirements.</p>	<p>The Project team is investigating the precise circumstances of the risk. CYC could release the clawback clause and this would be seen by the landowner as building the relationship. Currently, CYC Legal Services are resistant to releasing the clawback clause.</p> <p>Feb 2018 - Since the landowners have changed their requirements, CYC have written to them stating what legal details will be required if they wish to pursue it. In parallel, the project team are working with the designer and contractor to develop a plan which will allow the start of</p>	19	18

<p>Then they wanted the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>In February 2018, the landowner went back to the original offer. This is currently being explored.</p> <p>A mitigation plan to allow the construction stage to commence without taking the NW quadrant has been developed.</p> <p>April 2018 - Negotiations are now in progress and look promising, the level of risk is slowly reducing.</p>	<p>construction in line with the proposed programme.</p>		
<p>WYCA recently received the YORR Final Business Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p>	<p>The Project Team is pursuing this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>	<p>18</p>	<p>12</p>

<p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p>			
<b>Reports to</b>	Project reports into the Transport board; Project Board and Lead Members Board		
<b>Exec members</b>	Cllr. Ian Gillies & Cllr. Peter Dew		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	LTP4, Local plan		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive West Yorkshire Transport Fund – 24 November 2016  <a href="http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf">http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</a></p> <p>Executive July 2017  Proposed York Outer Ring Road Improvements – Approach to Deliver  <a href="http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf">http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</a></p>		

<b>Project title</b>	Housing Development Programme (HCA Partnership)
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>Programme of council-led housing delivery in partnership with the HCA.</p>	
<b>Current status</b>	
<p><b>AMBER</b></p> <p>Due diligence work in respect of understanding the risks associated with various housing delivery vehicle options has been concluded. This has been undertaken with the support of PWC and Bevan Brittan.</p> <p>Modelling work examining the financial implications of residential redevelopment across various sites within the scope of the programme has been completed. This has been considered against various phasing options to understand risk and the potential financial exposure of accelerating housing delivery across a number of sites.</p> <p>Additional information has been provided in support of the planning applications at Lowfield and the replacement football pitches at the Ashfield Estate. Tender returns have been received to deliver the football pitches and associated pavilion. A preferred contractor has been selected for the pitch works.</p> <p>Opportunities for enhancing the environmental standards of the proposed housing developments have been explored. This included modelling of which specifications would deliver the greatest impact in terms of reducing fuel bills for potential future occupiers.</p>	
<b>Future outlook</b>	
<p>The Housing Delivery Programme has been placed on the Forward Plan for consideration at Executive in July 2018. This will build on previous Executive reports considered in March and December 2017 which achieved in principle support to establish an ambitious Housing Delivery Programme aimed at accelerating the delivery of mixed tenure housing schemes in the city alongside a scope of sites to be developed.</p> <p>This new report will contain further detail regarding the potential delivery vehicles to develop housing on these sites alongside a timescale. Risks and potential financial investments will be explored.</p>	

The planning applications at Lowfield and the associated replacement football pitches at the Ashfield Estate will be considered by Planning Committee in July.

A decision will be made on our Football Foundation grant to help support the delivery of the replacement football pitches.

An intern will be joining the team over the summer to assist in the creation of a marketing strategy for the Housing Delivery Programme.

### Key risks

<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Failure to obtain Executive approval to suitably resource the project	Formulation of a business plan to include financial modelling, a project plan and a risk register	19	18
Failure to obtain planning permission at Lowfield  If plans do not obtain planning permission the developments cannot go ahead	<ul style="list-style-type: none"> <li>• Public consultation with local residents and ward councillors</li> <li>• Pre-app submission to planning to obtain opinion prior to formal submission</li> <li>• Input into local plan such that sites are suitably considered for residential development</li> <li>• Use of planning professionals and architects in preparation of application</li> </ul>	19	18
An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects	<ul style="list-style-type: none"> <li>• Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs</li> <li>• Continued re-appraisal of scheme to help bring costs down where required</li> <li>• Cost control as part of project management on site</li> </ul>	20	18
A steep decline in either	<ul style="list-style-type: none"> <li>• Continued monitoring of</li> </ul>	19	14

<p>the demand for houses or the sales and rental prices would affect the financial viability of the project.</p>	<p>housing market</p> <ul style="list-style-type: none"> <li>Options to amend projects to reduce costs and therefore maintain the required financial margin</li> <li>Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties</li> </ul>		
<b>Reports to</b>	Working group established which reports into Executive where approval is sought for key decisions.		
<b>Exec member</b>	Cllr. Carol Runciman		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>December 2017 Executive Meeting Delivering Health &amp; Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme <a href="http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf">http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</a></p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme <a href="http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf">http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</a></p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme <a href="http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf">http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</a></p> <p>March Executive meeting - approval of project inception <a href="http://democracy.york.gov.uk/ielistDocuments.aspx?CId=733&amp;MId=931">http://democracy.york.gov.uk/ielistDocuments.aspx?CId=733&amp;MId=931</a></p>		

<b>Project title</b>	Specialist therapeutic Short Breaks
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> <li>a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York.</li> <li>b. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region.</li> </ol> <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"> <li>– Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally.</li> <li>– Make York Home for more disabled children and young people by reducing out of Area placements.</li> <li>– Develop and invest in service provision in order to generate future savings and income generating potential.</li> <li>– Deliver better outcomes for disabled children and young people including those with the most complex needs.</li> </ul> <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>	
<b>Current status</b>	
<p><b>GREEN</b></p> <ul style="list-style-type: none"> <li>• Procurement strategy for the main contractor has been agreed which will involve early contractor involvement.</li> </ul>	

- Value engineering workshop has been completed with Architects, practice lead, AECOM QS and PM.
- Revised cost plan and position was presented to key members of the Project Board.
- The value engineering has brought costs back within budget and Project Board have agreed for plans to be submitted to planning for a target date of end of June.
- Details of the Plans have been progressed based on value engineering feedback.
- Section 77 application to DfE is being checked and verified by Legal and Finance.

### Future outlook

- Develop detail plans for planning application
- Submit planning application
- Submit section 77 application
- Start procurement process for early contractor involvement
- Start interior design discussions with design team

### Key risks

<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Costs increase and exceed allocated budget	<ul style="list-style-type: none"> <li>• Finance reporting at every Project Board</li> <li>• Identified finance lead</li> </ul>	20	19
Planning application is delayed or refused	<ul style="list-style-type: none"> <li>• pre application</li> <li>• work with planning officer to address issues</li> <li>• proactive engagement with local community</li> <li>• Anticipated issues addressed as part of feasibility</li> </ul>	19	19
Section 77 application to DfE to build on playing fields delayed or refused	Proactively identify and address application barriers and issues	18	18
Project / building does not meet practice / service user needs	<ul style="list-style-type: none"> <li>• Design working group working directly and regularly with Designers</li> <li>• Independent scrutiny of plans and designs</li> </ul>	18	13

Parents of disabled children object to plans and relocation of the Glen	<ul style="list-style-type: none"> <li>• Co production approach to planning and development</li> <li>• Communication and engagement plans in place for parents</li> <li>• Engagement officer capacity</li> </ul>	15	14
<b>Reports to</b>	Reports to Project Board chaired by Eoin Rush and CEC DMT		
<b>Exec member</b>	Cllr Keith Myers		
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York <a href="http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York">http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York</a>		

<b>Project title</b>	Provision of School Places
<b>Reporting period</b>	June 2018
<b>Description</b>	
<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>	
<b>Current status</b>	
<b>AMBER</b>	
<p>Throughout 2017 the major focus of the project was on forecasting the number of school places that will be required during the period 2017-2023 and building a robust and resilient data model to take account of all related variables as they change. The main variables are capacity, births, migration, additional housing and parental preference.</p> <p>In the early part of 2018 the project has been focused on communication – principally with schools and multi-academy trusts – relating to the 2018 dataset that was itself a product of capacity, data modelling, and forecasting work undertaken in 2017.</p> <p>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.</p>	
<u>Capacity</u>	
<ul style="list-style-type: none"> <li>• Following site visits the capacity of each school’s estate has been</li> </ul>	

recalculated and revised creating opportunities for increasing the number of school places in some schools through identifying some potentially available teaching spaces, or those that could be recommissioned from alternative uses.

- Following up queries received from schools.
- Producing and signing off 'Net Capacity' calculations, and using this data to feed into the 'SCAP' process with central government.

### Communication

- Publication of admissions policies and numbers for the 2019/20 school year, and the publication of detailed forecast information for each primary and secondary planning area.
- Ongoing communication with education providers continues with local schools and academies in the city, though all such meetings planned and required before the development of PAAPs have now taken place.
- Worked with schools and academies to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs). The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and will include
  - data on the expected number of additional dwellings and pupil yield per year;
  - the effects of additional strategic housing sites on demand in the year of entry; and
  - the effects of additional strategic housing sites on demand in other year groups.
- Offered schools and academies the opportunity to discuss trends and findings in forums such as groups of schools in clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more continue to be planned to take place between now and the end of the school year.
- Continued project planning regarding communication with residents, elected members, and with others partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites has also commenced.

### Data Modelling

- Further refinement of the datasets.

### Forecasting

- Continued development of parallel data sets where significant housing is proposed, and these forecasts used to plan for future need.

### Policy

- Outline commitments of Basic Need funding for the high-level priority areas that future spending needs to address, including supporting the growth in the numbers of pupils with additional needs.
- Identification of a very small number of basic need funding schemes.

### **Future outlook**

The main focus of this period:

### Capacity

- Follow up any queries with schools prior to signing off capacity figures. Capacity figures are now being used as the basis for further forecasting.
- Following finalisation of queries complete the annual 'SCAP' return to the Department for Education. This process has now started for 2018 in coordination with the DfE.

### Communication

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

### Data Modelling

- Quality assure datasets after housing data has been inputted for the annual data renewal process.
- Finalise the capacity work stream for this school year.

### Forecasting

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

### Policy

- Identify options for further schemes and submit onto the Forward Plan and progressed through the Executive Member or Executive processes.

### Project Plan

Develop, communicate and agree the project plan, to include detailed Risk

scoring.			
<b>Key risks</b>			
<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
The project delivers a sufficient number of places but with a cost per place that is too high.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
The project delivers a sufficient number of new places before these places are required by residents which results in the under subscription of other schools.	Ongoing engagement with stakeholders and Members. Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need	19	13
Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.	Early engagement to ensure all parties feel engaged in the process.  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.	19	12
Housing developer contributions (HDCs from S106/CIL), direct CYC funding planned for and Basic Need (BN) capital funding for government is insufficient (when taken together) for the total costs.	Plan for the estimated costs of educational infrastructure early as part of the Local Plan process - identifying indicative costs and recognising that HDCs and BN will not meet total funding requirement.	19	13
Data quality is low,	Quality assuring methodology	18	12

inputs are delayed, or assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts	with DfE through SCAP process, and internally delivering this work through Business Intelligence		
<b>Reports to</b>	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board		
<b>Exec member</b>	Cllr Keith Myers		
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities		
<b>Dependencies</b>	Local Plan Policy, Economic Strategy, City Transport Policy		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	Executive February 2018 Admission arrangement for the 2019/20 school year <a href="http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf">http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf</a>		

<b>Project title</b>	Allerton Waste Recovery Park (AWRP)
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
<b>Current status</b>	
<b>AMBER</b>	
<p>AWRP has been operational since the beginning of March. NYCC and CYC finance are closely monitoring performance (financial and non-financial) and are working closely with Amey and YorWaste to ensure that any issues are identified and measures are put in place to ensure that the facility is operating at its optimal level.</p> <p>There is work ongoing with all parties to ensure that the contingencies put in place when the facility is not available will not have a knock on effect further down the chain at the Transfer stations and, in the case of CYC, there aren't issues with operational vehicles accessing the Harewood Whin site. There was an issue where queuing times increased at Harewood Whin when contingency arrangements were in place because high winds meant another contingency facility was unavailable. As the landfill at Harewood Whin is nearly at full capacity, this is not a long term issue.</p> <p>Positive progress continues to be made in terms of the extraction of recyclable material and the contractor is exploring a number of options to</p>	

make sure the end product is attractive to the market.

The most positive aspect is the continued good performance on the EfW facility.

The issues experienced processing larger items through the MT hall continue and further work is ongoing to ensure there is a long term solution in place.

Work is progressing on strengthening joint arrangements between NYCC and CYC. This is likely to involve joint structures.

### **Future outlook**

NYCC and CYC will continue to work with partners on the successful operation of the facility and monitor performance against the contract.

Work on the JWMA additions will continue.

### **Key risks**

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.  Process now nearing completion and will be ready for agreement in the autumn.	19	14
Residents don't see the benefits of the Waste strategy.	Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.  Key communications staff key into the project. Work ongoing with the contractor on educational programme.	15	14

Changes in government and/or government policies /legislation	Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.	22	13
<b>Reports to</b>	The Project is managed by NYCC and the delivery partner Amey and CYC have a representative at the Project group.		
<b>Exec member</b>	Cllr Andrew Waller		
<b>Director responsible</b>	Neil Ferris – Corporate Director of Economy and Place		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Economy &amp; Place Scrutiny Committee October 2017</p> <p>Economy &amp; Place Scrutiny Committee March 2018</p> <p>Executive April 2018 Allerton Waste Recovery Park</p>		

<b>Project title</b>	Library Procurement Project
<b>Reporting period</b>	June 2018
<b>Description</b>	
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries &amp; Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
<b>Current status</b>	
<b>GREEN</b>	
<p>On 22 May CEC scrutiny committee reviewed the Comprehensive Assessment of Need which included significant amounts of background documents including; pen portraits of each library, five consultation reports and the draft core offers for the future service. Feedback was received and a few changes made to the final documents that will be presented to the Executive in June.</p> <p>Work has continued on the service specification for the library and archive service, whilst work with legal services has increased to produce the first full draft of the legal contract and leases.</p> <p>The current library operator has also been asked by CYC for over 30 pieces of information to inform and support the procurement process. These are being returned by Explore and will continue during June, until CYC launch the formal procurement process.</p>	
<b>Future outlook</b>	
<p>Preparation of all tender documents will be the focus for the period up to 1 July 2018, subject to the Executive approval to publish the tender on 21 June 2018.</p>	

This will include:

- Making final amendments to the service specification, including all KPI's and the payment and performance monitoring system
- Final adjustments to the draft legal contract and leases
- Creating a database of reference documents that need to be made available to all bidders
- Procurement documents being completed e.g. Invitation to tender and tender evaluation
- Procurement online platform updating and uploading all documents

The Executive meeting will be held on 21 June and officers will present the report seeking permission to proceed with the procurement.

### Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
<p>CYC receive no bids from the open procurement approach taken</p> <p>The current contract with Explore would have to continue, with pre-determined costs</p>	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator</p> <p>Soft market testing has been conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3</p>	19	13
<p>Condition reports of the current library buildings have highlighted C£3m of costs in the next 20 years and no budget in the current revenue budget</p>	<p>Library contract will need to clearly identify repair liability and seek capital to resolve the lifecycle replacement costs which are already know.</p>	20	15
<p>The open procurement process will set out that CYC will provide the fibre broadband network and public Wi-Fi service to the bidder with the cost being top sliced from the available library budget. The library operator will be</p>	<p>Working with Roy Grant, Nigel Oats and Laura Conker to establish true costs and options to minimise these costs</p> <p>Further detailed work required to unpick services that have always been</p>	19	19

<p>free to choose how to provide all other hardware and software. There is a risk that if the library operator chooses not to use the council for provision of hardware and software the Council will be left with some fixed costs that it is not able to defray in the short-term. This could be up to £70k in the first instance.</p>	<p>provided by CYC to the library operator that in future are optional. This will take time and technical expertise by CYC ITT team.</p>		
<b>Reports to</b>	<p>Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.</p>		
<b>Exec member</b>	<p>Cllr Nigel Ayre</p>		
<b>Director responsible</b>	<p>Jon Stonehouse – Director of Children, Education and Communities</p>		
<b>Dependencies</b>			
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&amp;MId=9995&amp;Ver=4</a></p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback  <a href="http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf">http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</a></p> <p>Scrutiny Report, May 2018  Library Service: Comprehensive Statement of Need  <a href="http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf">http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf</a>  <a href="http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments">http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments</a></p> <p>Explore York Libraries &amp; Archives  <a href="http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf">http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf</a></p>		

<b>Project title</b>	Housing ICT Programme	
<b>Reporting period</b>	June 2018	
<b>Description</b>		
<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>		
<b>Current status</b>		
<p><b>AMBER</b></p> <p><b>PROGRESS DURING REPORTING PERIOD</b></p>		
<b>General:</b>		
<b>Status:</b>	<b>Amber</b>	Some issues being encountered which the Board need to be aware of.
<ul style="list-style-type: none"> <li>• Current bespoke architecture. Outcomes to be developed for NPS project team to ensure our expectations of the consultancy are delivered.</li> <li>• Current contract with NPS Legal team. Split may require a new contract. Awaiting copy of current contract so our procurement and legal team can review it.</li> <li>• Work on the scoping the splitting of SX3 is ongoing with analysis of the impact the split will have on SX3 interfaces with other systems being documented The Business Change Manager and ICT Project Manager supported by Business Engagement and Implementation Manager have continued to take on additional duties in order to lessen the adverse impact on timescales and minimise the detrimental effect on the achievement of programme objectives within planned costs.</li> <li>• Development of the Benefits Realisation plan has been put on hold until the new Programme Manager begins.</li> <li>• Work is continuing on developing a draft Invitation to Tender (ITT) document.</li> <li>• Following procurement option paper at the Board in May a Pre Tender Engagement and Evaluation document has been developed for further discussion.</li> <li>• Some comments from Stakeholders with regards the BRD were received many of them general with some finite questions regarding</li> </ul>		

Choice Based Lettings and the process regarding adverts, these have now been fully explained.

- The Programme Manager and Business Change Manager attended both Housing and Building Services Senior Management Team Meetings to give an update on the Programme and the agreed procurement route with a brief around the proposed pre engagement work and the requirement for time from the SMEs.

### Business Change

**Status:** **Green** On track and/or no major issues being encountered

- Further BRD approval meetings have been held with AC and IC.
- The BRD is now ready for Board approval. It is anticipated there may be some minor word changes to a few requirements following further engagement with the CRM Programme.
- Work has continued on analysis of core and peripheral systems and their use and purpose including current ICT solutions/systems over and above Northgate, Servitor and SAM and identifying spreadsheets, databases and other work a round's. To date valuable information that could be useful for migration and day to day working has been uncovered in various formats. The Programme team are working with the business to look at how 'clean' the data is, and where the data is required for the future.
- The BCM attended HSMT and BSMT to give an update and make them aware of potential SME time being required over the summer months for Pre Tender Engagement and Evaluation.
- We have met with representatives from Building Services to discuss the issues around the current voids process which were identified at the BRD workshops and we have always intended to re visit.
- Members of the Programme Team had an overview of the ECINS system to assess the data and usefulness of interaction with the system moving forward. It was agreed that due to the state of the data in ECINS and how users can access the information now there is little or no merit with pursuing this further.

### ICT

**Status:** **Green** On track and/or no major issues being encountered.

- Advisory presentation/discussion to inform Senior and Business Managers what they need to undertake in the short term to ensure GDPR compliance is being prepared.
- Cost and requirements obtained for the NPS Housing GDPR and

Information@work file retention module.

- ICT Technical requirements and Technical Summary and added to draft ITT, work on finalising ICT ITT content to continue and evaluation criteria developed.
- Technical Assurance Group meetings continue with meeting held on 6<sup>th</sup> June 2018, to discuss Pre- Tender Engagement, progress on the ITT, evaluation criteria, SX3 split project.
- Two quotations for NPS Housing (SX3) split obtained. One for the NPS project team to come on site and investigate the work involved. One for them to carry out the build. Second quote could increase when NPS project team see the extent of the.
- Scoping to be initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the system to be identified.
- Initial Privacy Impact Assessment (PIA) for the programme, to be commenced.

## BI Hub

**Status:**

**Amber**

Some issues being encountered which the Board need to be aware of.

- Worked with the wider team to make sure the BRD reflects the existing organisational setup and practices. Although not seen final version of document, discussions productive on functionality, methodology and ambition of the possible technical solution. Work ongoing to produce “evaluation criteria” for key areas, on a deadline of end of June(ish).
- Refined the existing set of v.1 building services reports. Work being undertaken for v.2 on which full development will start late summer, for possible launch in October, in conjunction with discussion with Fiona.
- Support to project at technical assurance group.
- Launch of Single-view to wider housing staffing base. Addition of a number of “unplanned” data fields in conjunction with various teams to support day-to-day activity. Finalised data sharing and PIA agreements on this process for Housing. Information around system and KPI machine provided to project team to be used within staff briefings / transformational work.

## Future outlook

### General

- Programme Manager Induction ongoing.

- Update with Megan Rule to update following Programme Manager appointment.
- Development of the Benefits Realisation plan and matrix.
- Continue development of Invitation to Tender (ITT) documentation.
- Planning of Pre Tender Engagement with suppliers.
- Further Stakeholder engagement planned for early July.

### **Business Change**

- Finalise BRD to feed into ITT, and develop further required questions for the ITT.
- Continue development of evaluation criteria and scenarios for appraisal of ICT Solutions with SMEs.
- User Group Meetings to fully update SMEs about Programme progress and Procurement route, pre tender engagement etc.
- Continue work on systems analysis, identifying any potential quick wins for the business
- Investigate pockets of data identified outside of main systems and assess their value for migration etc..
- Following discussion at Board if agreed work with the Business to begin a full review of the Voids Process utilising a check-plan-do methodology.
- Investigate further with Finance their current functions and propensity for change moving forward with a new ICT solution for Housing and Building Services

### **ICT**

- Report on current NPS Housing data error issues (MDM report) and current approach including requirements to move forward.
- Report regarding the options available to implement the NPS GDPR connect solution for NPS Housing and file retention module for information@work.
- Complete NPS Housing bespoke integration diagrams and supporting ICT documentation.
- Organise NPS account meeting at WO to progress the NPS Housing and Rev's & Ben's split with key stakeholders. Recommendation for NPS project team to start work as soon as possible.
- Initiate Privacy Impact Assessment for Housing ICT Programme.
- Finalise ICT requirements and develop evaluation criteria for ITT.
- Scoping initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the system to be identified.
- Continue to identify costs, process and resources required to deploy

GDPR and File Retention policy on Servitor, SAM and other housing systems.

## BI Hub

Thomas Kozakiewicz starting to look at SX3 from a data migration perspective. This work will be ongoing during Summer with 2 key deadlines; end of June for update on required technical architecture diagrams, and end of July for further migration/split thoughts on Sx3.

- Data Quality – To remind the board we have previously undertaken work with MDM to understand the scale of the challenge, on SX3 only, around people and place (not other business practices) as we recognised this information would have to be correct pre-migration. From this initial point we agreed that BI would build a set of “dynamic” reports, which contained the personalised information that needed to be changed and were accessible through the KPi machine dashboard, which allowed us to allocate to a resource to fix. The following have been built:
  - New report on the MissingRelationships - Details household members of a tenancy that do not have a relationship to the main tenant defined.
  - New report on PersonatMultipleAddresses - Lists people that are recorded as actively being in more than one tenancy household.
  - New report on PropertyAttributes - A report that highlights where there is missing information on a range of property attributes.
  - New report on Personal details
  - New report on address details
- Data Quality – Although reports requires a small amount of further refinement we are now at a junction about “whom” is going to make the relevant changes to the system based upon the data quality identification. There are three models for doing this in; Housing improvement team?! Individuals whom entered the data, or an admin resource combined with some scripting where needed. We would recommend option 3 and therefore unless any disagreement will bring in an administrative resource from business support.
- We’ve incoming project manager for initial discussions.
- No monies spent (yet) since last board.

### Key risks

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

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

	governance requirements plus high profile & commitment at all levels of the organisation.		
Inability of new system to integrate and/or interface with other corporate and/or external systems.	<ul style="list-style-type: none"> <li>• SMART requirements. Comprehensive detailed ITT.</li> <li>• Clearly defined contractual agreement, expectations, requirements and selection criteria.</li> <li>• Technical Assurance Group.</li> <li>• Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers.</li> <li>• Lead person with an understanding of the needs of the service areas.</li> </ul>	20	20
Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.	<ul style="list-style-type: none"> <li>• Data cleansing.</li> <li>• Detailed data migration strategy.</li> <li>• Appropriate specialist involvement.</li> <li>• Lead person with an understanding of the needs of the service areas.</li> </ul>	23	23
<b>Reports to</b>	A Project board has been set up which reports into the HHASC Directorate Management team.		
<b>Exec member</b>	Cllr. Helen Douglas		
<b>Director responsible</b>	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
<b>Dependencies</b>	None		
<b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>			

