

## 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	Red	Same
Community Stadium	Green	Green	Same
Adult Social care – Future focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing development (HCA partnership)	Amber	Amber	Same
Specialist Disabled Children Short Break Facility	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Allerton Waste Recovery Park (AWRP)	Green	Amber	Worse
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>	May 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>	
<b>GREEN</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. We will shortly review the use of four apartments and one bungalow used for Step-down Care over the winter.</li><li>2. Using Glen Lodge as their focus, Housing LIN have been engaged to carry out a "lessons learnt" exercise which will examine the service delivery models used and integration between service activities, specifically housing and care services. Their work is initiated, information provided and we expect them to report by summer 2018.</li></ol> <p><b><u>Burnholme Health &amp; Wellbeing Campus</u></b></p> <ol style="list-style-type: none"><li>3. Completion of The Centre @ Burnholme [library and community facility]</li></ol>	

is planned for 25th May 2018. It will open to the public on 23rd May 2018.

4. Our partner Ashley House has received planning consent for the Care Home @ Burnholme, and has appointed their builder and plan to begin construction in June 2018.
5. Executive agreed to sell land to Priory Medical Group to accommodate their 4,000 m2 health hub. They propose a building which “sits” well between The Centre and The Sports facilities and which delivers both health facilities and, potentially, some upper floor housing accommodation. They plan a public engagement event in Q2 2018 to seek views and comments. 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.
6. We have engaged GLL, the Council's leisure operator, in planning the future of the sports facilities at Burnholme and the Programme Board (and their own Board) have agreed that this is the preferred approach to management. Executive consent for investment and management will be sought in July 2018.

#### **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.

#### **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 June 2018. Meanwhile, tendering for the construction work has begun and is expected to conclude by the end of July 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 June 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 June 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.
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 36 retirement apartments. The scheme is expected to open in summer 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 June 2018.
22. In February 2018 we began consultation with residents, relatives and staff at Morrell House older persons home on the option to close. Executive in April 2018 received the results of the consultation and decided to close the home. The last residents will move out in June 2018 and we will then "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.
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.

### **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 Q2 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.

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 be completed and open in June 2018.
2. Work will begin on site to build the Care Home @ Burnholme.
3. The Executive report regarding investment in and management of the sports facilities at Burnholme will be prepared.
4. The planning application for the works and improvements at Lincoln Court will be submitted in June.
5. Planning Committee will determine the Lowfield Green, Ashfield playing fields and Marjorie Waite Court application.
6. The Glen Lodge "lessons learnt" review will progress.
7. The residents and staff will move safely from Morrell House and the home will close.
8. The decision will be made regarding submission of the planning application for Oakhaven.

### **Key risks**

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

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

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

"commuted" sums in its place.

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

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

<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.  Now that the decision to close Morrell House has been made this risk has been significantly reduced.	19	2
Project does not deliver the right number and type of care places required by the City.  Needs remain unmet.	Regular market review.  Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6
Increase in interest rates would impact negatively on borrowing.	The directly procured Programme has little expose to borrowing and therefore the risk of interest rate changes is small. However, partner investment is dependant on borrowing and so some element of interest rate risk remains.	19	8
There is insufficient funding to deliver all of the	A review of the financial model for the Programme has shown	19	1

elements of the project.  The Programme does not progress.	expected savings to rise to £1.3m from £500k, confirming that there are sufficient resources to deliver the programme.		
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 2016 <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 October 2015 <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Executive July 2016 <a href="http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8840&amp;Ver=4</a></p> <p>Executive November 2016 (Willow house OPH) <a href="http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf">http://democracy.york.gov.uk/documents/s110335/Willow%20House%20Older%20Persons%20Homes%20-%20Executive%2024th%20November%202016%20f.pdf</a></p> <p>Older Persons' Accommodation Programme Update – December 2016 <a href="http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf">http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</a></p> <p>Oakhaven Extra Care Facility: the sale of land to facilitate the development – March 2017 <a href="http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf">http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf</a></p>		

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

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

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>

A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home  
<http://democracy.york.gov.uk/documents/s116713/Executive%2031st%20August%202017%20Woolnough%20House%20Older%20Persons%20Home.pdf>

Executive September 2017  
Demonstrating Delivery of the Older Persons' Accommodation Programme  
[http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%](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 Meeting March 2018**

**Investment at Lincoln Court to Create an Independent Living with Support Facility**

<http://democracy.york.gov.uk/documents/s121904/Executive%2015th%20March%202018%20->

[%20Investment%20at%20Lincoln%20Court%20to%20create%20a%20Sheltered%20Housing%20Plus%20facility.pdf](http://democracy.york.gov.uk/documents/s121904/Executive%2015th%20March%202018%20-%20Investment%20at%20Lincoln%20Court%20to%20create%20a%20Sheltered%20Housing%20Plus%20facility.pdf)

**Executive Meeting April 2018**

**Deciding the Future of Morrell House Older Persons Home**

<http://democracy.york.gov.uk/documents/s122898/A%20Further%20Phase%20of%20the%20Older%20Persons%20Accommodation%20Programme%20deciding%20the%20future%20of%20Morrell%20House%20OI.pdf>

<b>Project title</b>	York Central
<b>Reporting period</b>	May 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>Public and stakeholder consultation on the emerging masterplan has concluded and findings have been fed into wider workstreams.</p> <p>Preparation of an Outline Planning Application is well under way, including development and evolution of the masterplan principles and emerging block layouts and preparation of supporting technical documents. A full application for phase 1 infrastructure works has also progressed, with infrastructure design to RIBA stage 3 under way. Pre-application discussions continue to progress with the Local Authority.</p> <p>The Housing Infrastructure Fund bid of £57m has been shortlisted by government, and co-development work will commence shortly. Submission of full business case will follow, with three potential dates for determination - November 2018, February 2019 and May 2019. A business case for the drawing of £0.5m YNYER LGF funding to support project development work will be considered by the LEP in June, and the residual of the £5m allocation will be subject to a further business case submission later this year.</p> <p>Members at executive on 15th March approved further project funding and instructed officers to progress the procurement of an infrastructure delivery partner for phase 1 infrastructure works.</p>	
<b>Future outlook</b>	
<p>Masterplan/ parameter plans design fix will be considered by project board,</p>	

pre-application engagement with LPA and statutory consultees will continue alongside planning application preparation. HIF co-development work will commence, discussions with Millennium green trustees and design of stage 1 infrastructure including access bridge will continue.

**Key risks**

<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 taking place in a piecemeal manner, if at all.</p>	<p>Effective project governance and partnership arrangements are resulting in strong joint working.</p>	23	22

<p>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.</p>	<p>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.</p>	<p>22</p>	<p>17</p>
<p><b>Reports to</b></p>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group</p>		
<p><b>Exec member</b></p>	<p>Cllr Ian Gillies and Cllr Keith Aspden</p>		
<p><b>Director responsible</b></p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p><b>Dependencies</b></p>	<p>Local Plan Policy, Economic Strategy, City Transport Policy</p>		
<p><b>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b></p>	<p>Executive December 2015  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8844&amp;Ver=4</a></p> <p>Document  <a href="http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf">http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</a></p> <p>Executive 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>Document  <a href="http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf">http://democracy.york.gov.uk/documents/s107107/York%20Central%20Exec%20July%202016%20final.pdf</a></p> <p>Executive November 2016          Consultation on access options  <a href="http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf">http://democracy.york.gov.uk/documents/s110389/York%20Central%20Exec%20Nov%202016%20Consultation%20on%20access%20options%20V7.pdf</a></p>		

	<p><b>Third party acquisitions</b> <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><b>Executive July 2017: Project and Partnership Update</b> <a href="http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.pdf">http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.pdf</a></p> <p><b>Executive November 2017</b> <b>Preferred Access Route and Preparation for Planning</b> <a href="http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf">http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</a></p> <p><b>Executive March 2018</b> <b>York Central Access Construction</b></p>
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<b>Project title</b>	Castle Gateway
<b>Reporting period</b>	May 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>On the 26th April the council Executive approved the masterplan for the Castle Gateway and a series of recommendations to take the project in to the next stage of delivery. This included recommending to full council that a budget of £2.4m be allocated to the project. This budget will allow the preparation of planning applications for work package 1 and 2, the detailed design of the new multi-storey car park at St George's Field, and the procurement of a contractor to build the car park. A funding bid for the associated highway improvements will also be submitted to the West Yorkshire Transport Fund. This will potentially allow a start on site in Spring 2019.</p> <p>Officers are currently in the process of agreeing the architecture and planning fee with BDP. This is the next stage of their commission to take the masterplan forward to detailed design. Programme support and cost control will be provided by the council's framework partner, Aecom.</p> <p>The project timetable is to submit planning applications for work package 1 in autumn 2018, and planning applications for work package 2 in spring 2019 following further public engagement to define the new public space that will replace Castle Car Park.</p> <p>In addition the report approved the granting of a lease to the Arts Barge to implement their planning permission to create a mooring at Tower</p>	

Gardens, and a short term lease of Castle Mills to the developer of Ryedale House. In return for using the land as a site compound they will demolish the poor quality buildings for the council.

Spark: York opened on 4th May 2018, with the tenancy ending in June 2020 which will release the site for development. The opening weekend was extremely successful, with almost 10,000 people through the doors. There remains a few planning conditions to be discharged which are being progressed by the planning department, but it is a huge boost to the Castle Gateway that it is open and operational, and it has already created significant buzz.

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

Work is progressing well at Stonebow House and and will complete in Spring 2018. The sale of the council's freehold to Oakgate has now fully completed.

### **Future outlook**

A whole series of pre-planning meetings have been set up with statutory consultees and stakeholders, such as Historic England, Environment Agency, and Yorkshire Water. Development Management are in the process of allocating a planning officer to deal with pre-app advice on the St George's Field multi-storey car park and Castle Mills.

The bid to the West Yorkshire Transport Fund for highways and transport infrastructure funding will be advanced through an initial high level meeting with WYCA to explain the vision for the Castle Gateway and establish the most appropriate route to submit the bid.

It is proposed to submit a bid to the LCR pooled Business Rates fund, to facilitate the partnership between the council and York Museums Trust. This will allow YMT to fast track design elements of their HLF bid to run in parallel with the masterplan process. This is very important in allowing a joined-up approach to both parties' ambitions.

The next stage of the My Castle Gateway project is under development. This will have two strands; a consultation on the detail proposals for work

package 1 in advance of the submission of planning applications; and a further public and stakeholder engagement to establish the design brief for the public realm in work package 2.

The demolition of Castle Mills car park will begin next month. This is part of an agreement with the developer of the neighbouring Ryedale House in return for the use of the cleared land as a site compound. This will save the council the capital cost of demolition of £180k and provide an oven ready site for development on receipt of planning permission.

### Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience to support the establishment of a delivery model for the 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>Procure external legal advice to advise on any potential partnerships and the structures of any deals.</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 landowners and developers to facilitate development are ongoing. Discussions are ongoing with the other major landowner in the Castle Gateway (Steamrock) to understand if it would be an option to develop our assets in partnership.</p>	23	19
Failure to provide a realistic timeframe for potential	Work is ongoing with Directors and Members to establish the	20	19

<p>development of council land assets may result in unnecessary expenditure and investment in the short term to keep them operational. This is particularly pressing for Castle Mills and Castle car park, both of which are in a poor condition and if they were to remain open in even a short to medium time period would need significant expenditure.</p>	<p>level of risk and investment the council want to assume, which will establish the nature of the council's involvement in Castle Gateway and the future use of land assets. The first stage in assessing these options was the Castle Gateway vision report that was taken to the Executive in January. This approved the appointment of masterplan consultants to bring forward options for the council owned sites and to explore a commercial partnership option with Stemarock Capital.</p> <p>To allow informed decisions on the above Deloitte has been commissioned to provide commercial and valuation advice. They are currently completing their development appraisals and valuations for the council land assets.</p>		
<p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project.</p>	<p>Clear and realistic delivery models need to be established and presented to Members for decision, founded on robust business case principles.</p> <p>Officers are currently working up proposals that will provide a range of options from low to high intervention, and are in discussions with neighbouring landowners to understand their proposals and desire to work in partnership. External valuation and planning advice has been procured and will be provided by Deloitte. This is crucial to</p>	<p>21</p>	<p>20</p>

	understand the value of the council assets to ascertain the different delivery options and the council's capacity to generate financial returns. This advice is due back by the end of March.		
The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.	<p>The masterplan process will be an iterative process, with the masterplan options tested at each stage with commercial advisors to ensure that it is broadly deliverable.</p> <p>The preferred delivery model will be worked up in conjunction with that process to ensure it is capable of delivering the masterplan. However, it should be noted that the council's desire to be involved as developer may be key to viable delivery.</p>	23	19
<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  <a href="http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=8842&amp;Ver=4</a></p> <p>Document  <a href="http://democracy.york.gov.uk/documents/s100456/Report.pd4">http://democracy.york.gov.uk/documents/s100456/Report.pd4</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</p>		

	<p><b>Update</b> <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><b>Executive August 2017</b> <b>Proposed Temporary Use of Part of Castle Car Park</b> <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><b>Executive April 2018</b> <b>Castle Gateway Masterplan</b> <a href="http://democracy.york.gov.uk/documents/s122953/Castle%20Gateway%20Masterplan%20April%202018.pdf">http://democracy.york.gov.uk/documents/s122953/Castle%20Gateway%20Masterplan%20April%</a></p>
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<b>Project title</b>	Local Plan
<b>Reporting period</b>	May 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>	
<p><b>AMBER</b></p> <p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to:</p> <ul style="list-style-type: none"> <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 accommodating this future growth for consultation;</li> </ul>	

- 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 consultation period from 18th September 2017 until 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.

### **Future outlook**

A report is being considered by Council on 17<sup>th</sup> May 2018 seeking approval to submit a plan for public examination before the end of May 2018.

If approved for Submission by Council on 17<sup>th</sup> May and submitted by the end of May 2018 it is anticipated that the examination would commence in early September 2018.

### **Key risks**

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to	Procure appropriate legal and	19	18

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.	technical advice to evaluate risk as the plan progresses.		
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 if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</b>	<p>Executive July 2015  <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>		

**Executive January 2017**

**Update on Local plan**

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

**Executive October 2017**

**Minerals and Waste Joint Plan - Submission**

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

**Local Plan Working Group January 2018**

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

**Executive May 2018**

**City of York Local Plan – Submission**

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

<b>Project title</b>	The Guildhall
<b>Reporting period</b>	May 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>RED</b>	
<p>This progress update covers the period to 11 May 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>	
<ul style="list-style-type: none"> <li>• Interserve Construction Ltd submitted a stage 2 tender return on 16 February 2018 - unfortunately this exceeded the project budget</li> <li>• Cost consultants T&amp;T and Construction phase project managers AECOM reported on the tender submission</li> <li>• Following a period of clarification the council confirmed that it was not able to issue a notice to proceed to the construction phase</li> <li>• The contract with ICL was formally terminated on 9 April</li> <li>• In response to the new Executive approval a revised project programme will be prepared for Project Board Approval.</li> </ul>	
<b>Future outlook</b>	

A revised project programme will be prepared for Project Board Approval.			
<b>Key risks</b> From project risk register			
<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>	23	19
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.</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;V">http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=9420&amp;V</a>		

<p><b>executive, council, a scrutiny committee)</b></p>	<p>er=4</p> <p><b>Exec – 14 July 2016</b>  <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><b>Planning application links</b></p> <p><b>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</b>  <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><b>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</b>  <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><b>Executive March 2017</b>  <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><b>Executive May 2018</b>  <b>The Development of the Guildhall Complex</b>  <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>	May 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>• Completion of the DBOM and all associated contracts on 16 November 2017.</li> <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 leisure and commercial buildings.</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>• Finalisation of the NHS design and service proposal now not due until 11 May 2018, this remains a risk and potential impact on the scheme programme.</li> <li>• Foundations and substructure 1 March 2018 onwards until June 2018.</li> </ul>	

<ul style="list-style-type: none"> <li>• Superstructure Spring 2018 onwards.</li> <li>• Confirmation of tenants for the commercial and lantern units by March 2019.</li> <li>• Confirmation of sponsorship and naming by Spring 2019.</li> <li>• Site completion April 2019.</li> <li>• Tenant occupation May/ June 2019.</li> <li>• Site operational June 2019.</li> </ul>			
<b>Key risks</b>			
<b>Risk (brief description/ consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
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 flubs financial position and accounts.</li> </ol>	19	19
Failure to deliver completion of the DBOM legal contract in the current timescales.	<p>Legal advice and input from Bond Dickenson as well as Legal officers.</p> <p>Ongoing work to finalise all contracts within the agreed timeline.</p>	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</p>	19	19

	payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.		
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.	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 meeting (e.g. executive, council, a scrutiny committee)</b>	<p>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> <p>Executive December 2016  <a href="http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf">http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</a></p> <p>Executive March 2017  <a href="http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf">http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</a></p> <p>Executive July 2017  Community Stadium &amp; Leisure Facilities Report  <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>Executive October 2017  Community Stadium Project Report  <a href="http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf">http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</a></p>		

<b>Project Title</b>	ASC - Future Focus
<b>Reporting period</b>	May 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. Agree Stage 2 Processes
- b. Progress Community Led Reviews
- c. Decision re 2<sup>nd</sup> Hub
- d. Progress Mobile Working Solutions
- e. Sub project: Self funder charge

#### f. Sub project LD reviews

##### **Agree Stage 2 Processes**

High level stage plans indicate that the next stages of practice and process development will be focused on progressing new entrants further through the customer journey, specifically into support planning, eligibility decision making, indicative budget calculations and commissioning processes in MOSAIC. Accompanying these processes are: a replacement to panel funding system using peer reviews and responsive budget management in teams. This leaves the review of existing customers, the processes and systems change in Stage 3 (August 2018). A review of potential replacements to forms at the next stage of the process has begun as planned.

##### **Progress Community Led Reviews**

A large part of the CYC approach to community led support will be to test the effectiveness and use of community based reviews of long term packages of care. These packages of care could be supplemented with community engagement to improve outcomes and potentially to reduce costs. We have agreed with our Partner, NDTi, to ensure that this work will commence in Stage 3 of the project August - October 2018. Work has begun in this period to ensure that key indicators and metrics are part of the business performance framework.

##### **Decision re 2nd Hub**

Following analysis of customer contacts, waiting lists and assessed service needs, as well as consultations with stakeholder groups, the 2nd Talking Point location has been agreed as Haxby and Wigginton with a catchment area encompassing Huntington, New Earswick, Rawcliffe and Clifton Without. We progress now with elected members briefings and community consultation on the venue itself. Please see actions planned for next period.

##### **Progress Mobile Working Solutions**

A review of existing mobile has shown practice and data issues resulting from the low tech devices carried by staff. A report outlining these findings has been escalated to the CYC ICT board for their input and support. A wholesale refresh of mobile phone stock for frontline staff will be required to support current and future focus working practices. This has been escalated to the Digital Project Board for support and advice and will be progressed in the next period.

##### **Sub project: Self funder charge**

This issue has been resolved and is back on track. The evidence supported

the Self Funder Charges have been completed.

### **Sub project LD reviews**

Work has begun on LD forensic reviews and reconciliation with support from project staff. This is essential groundwork to support Community Led Support working with this staff and customer group.

### **Future outlook**

Actions and activities planned for the next period are:

- Progress of 2nd Talking Point Site
- Connections with External Organisations
- Commence Organisational Design Consultation and Communication
- Staff Networking Sessions
- Mobile Working Decision / Escalation
- Progressing Evaluation Talking Point
- Command and Control Data and Business Performance

### **Progress of 2nd Talking Point Site**

Planned timescales for the 2nd Talking Point venue in the city will be June 2018. This period will see a customer engagement session taking place at Oaken Grove, Haxby to speak to people about a preferred location and timing of the sessions. This period will also see the project team briefing Elected Members within each of the wards included in the catchment area.

### **Connections with External Organisations**

Links are being 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.

### **Commence 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 is invited to 2 days in May to look at and discuss the changes required.

### **Staff Networking Sessions**

A number of staff from teams will be joining the other local authorities as the

national group meet in Manchester this month. The aim is 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.

**Mobile Working Decision / Escalation**

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

**Progressing Evaluation Talking Point**

Colleagues within the partner agency NDTi will be joining the project team and BI colleagues to look at the data and practice within the Innovation Site (1st talking Point) to evaluation 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.

**Command and Control Data and Business Performance**

May will see the command and control dashboard developed by BI colleagues replacing the formed Outcomes Framework as the focus of the ASC management teams performance clinic. 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. It is the intention that this will develop over time to include improved financial and budget data alongside current business metrics.

**Key risks**

<b>Risk (brief description/ consequence)</b>	<b>Control/Action</b>	<b>Gross</b>	<b>Net</b>
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 savings to be realised	An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan.  Benefits will be monitored throughout the lifecycle of the	19	14

putting ASC financial Savings plan at risk.	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;MId=10198&amp;Ver=4">http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=10198&amp;Ver=4</a></p>		

<b>Project title</b>	Outer Ring Road (A1237)		
<b>Reporting period</b>	May 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>			
<b>AMBER</b>			
Activity in April 2018:			
<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. Initial planning took place to look at commencing a public engagement process for the proposed Monks Cross junction upgrade.</li> <li>3. Land purchase negotiations for parcels at Wetherby Road are going well and should be at an advanced stage by the time works commence on site.</li> <li>4. Tendering for the Phase 2 detailed design (Great North Way, Clifton Moor and Wigginton) is in progress.</li> <li>5. A Lead Members Board meeting took place April.</li> </ol>			
<b>Future outlook</b>			
Activity Planned for May 2018:			
<ol style="list-style-type: none"> <li>1. Review arrangements for SU diversions at Wetherby Road.</li> <li>2. Continue lead in meetings with the delivery team for start of works at A1237/Wetherby Road in June 2018.</li> <li>3. Appoint Construction Project Manager for A1237/Wetherby Rd internally.</li> <li>4. Appoint Phase 2 Detailed Design consultants.</li> <li>5. Commence public engagement process for the proposed A1237/Monks Cross Drive junction upgrade.</li> </ol>			
<b>Key risks</b>			
<b>Risk (brief description/</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>

<b>consequence)</b>			
<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 completed.</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
<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</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</p>	14	13

<p>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>point to achieve this.</p>		
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required, 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. Currently, the situation is being explored to overcome this hurdle.</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. Now they want 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>A mitigation plan to allow the</p>	<p>The circumstances of the clawback clause and exactly what the landowner wants are being explored. If the landowners are firm on their requirements, it would be possible for CYC to release the clause. This is likely to be a Director/C.Ex decision.</p> <p>Feb 2018 - Following the change in requirements of the owners, a mitigation plan is being developed to allow commencement of construction in line with the proposed programme. This will be a short term fix as the land will still be needed for the scheme. Preparation of a CPO will give the City Council a significantly high chance of acquiring the land but is not guaranteed as this will need to be signed of by the SoS.</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</p>	<p>19</p>	<p>18</p>

<p>construction stage to commence without taking the NW quadrant is currently being developed.</p> <p>If the clawback cannot be released, the landowner is not likely to sell the land by private agreement to CYC. Therefore CYC will need to acquire the land by CPO, estimated time 18-24 months to complete if accepted by the SoS.</p> <p>Therefore this is a programme risk. It will mean disruption to the design and construction programme.</p> <p>Feb 2018 - The consequences are still relevant even though the landowner has now changed their requirements.</p>	<p>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 is working with the designer and contractor to develop a plan which will allow the start of 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>This contradicted their previous approach where</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>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 Member Board		
<b>Exec member</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>	May 2018
<b>Description</b>	
Programme of council-led housing delivery in partnership with the HCA.	
<b>Current status</b>	
<b>AMBER</b>	
<ul style="list-style-type: none"> <li>• A strategy for Housing Revenue Account investment is being developed alongside the business case for housing development on General Fund sites. This aims to provide greater opportunities for delivering an additional number of new council houses across a range of sites and through a range of delivery approaches, including purchasing land, buying any affordable houses developed through the Housing Delivery Programme and developing out its own land assets where it is economically prudent to do so.</li> <li>• Work has continued in formulating the details of the proposed housing delivery vehicle to develop housing on general fund sites. A discussion paper is being considered at CMT on 16th May which seeks strategic guidance on issues of governance, delivery approach, risk and investment requirements, and the speed of housing delivery.</li> <li>• High level financial models have been developed for each site within the scope of the programme. This will inform the business plan for establishing a housing delivery vehicle with any sites considered to be unviable removed from the programme and an alternative use found.</li> <li>• Further work has been undertaken examining the potential social and environmental standards that the delivery programme should aim to achieve to help tackle issues around fuel poverty and accessibility. This is being framed by evidence of need in the city and gaps in the delivery of certain types and forms of housing by the major market housing providers.</li> <li>• Planning applications at Lowfield and the replacement football pitches at Ashfield continue with a planning decision due in June. The legal mechanism for securing the necessary planning obligations has been developed.</li> </ul>	
<b>Future outlook</b>	

CMT are considering an options paper on 16th May. With the guidance provided a detailed business case will be developed for the Housing Delivery Programme. This will present options and recommendations covering:

- Company Structure
- Governance
- Risk and Investment Requirements
- Site viability
- Social and environmental standards
- Phasing and timescales
- Resource requirements to deliver the ambition
- HRA investment strategy
- Outline procurement approach to deliver Lowfield

This information will be presented in an Executive decision paper to be considered in July.

**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
If plans do not obtain planning permission the developments cannot go ahead	<ul style="list-style-type: none"> <li>- Resident and Ward Councillor consultation.</li> <li>- Taking advice from internal specialists.</li> <li>- Careful consideration of site proposals.</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	Utilisation of cost consultants in estimating likely build costs at today's prices and in the future allowing for inflation.	20	18
A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.	<ul style="list-style-type: none"> <li>- Continued monitoring of housing market</li> <li>- Option to amend projects to reduce costs and therefore maintain the required financial margin</li> <li>- Option to further mix the tenure of schemes in a</li> </ul>	19	14

	market recession		
<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>	May 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>• A co production approach with all stakeholders including front line staff and parents has been continued to develop feasibility work into detailed</li> </ul>	

- plans for a planning application.
- Section 77 DfE application to use and build on surplus playing fields at Hob Moor School has been initiated.
  - Sub contractor is in place to develop detailed plans for a planning application for playing field compensation for Hob Moor School.
  - Pre application meeting has been completed with key CYC planning officers.
  - The project team have continued to work closely with the planned development at Lincoln Court Older Persons Accommodation (next door) to ensure plans, designs and construction work effectively aligned.
  - Planned consultation and engagement sessions have been delivered with front line workers, Hob Moor School (Teachers, Parents, Governors and SLT) local community, key partners and stakeholders.
  - Creative engagement with children and young people has resulted in 3 films that have been used to ensure their voice and experience influences building design and plans.
  - Staffing and workforce transformation work continues to be developed in parallel with planned paper to CEC DMT in May with implementation proposals.

### **Future outlook**

- Agree and implement procurement strategy for the main contractor
- Value engineering workshop
- Updated cost plan and position to Project Board
- Consider the detail of plans in advance of a potential planning application
- Submit Section 77 application to DfE for the use of playing fields

### **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</li> </ul>	19	19

	feasibility		
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>	May 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 modeling, and forecasting work undertaken in 2017.</p> <p>This project has five major work streams: capacity; communication; data modeling; 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> <p><u>Capacity</u></p> <ul style="list-style-type: none"> <li>• Following site visits the capacity of each school's estate has been recalculated and revised creating opportunities for increasing the</li> </ul>	

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.

### 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, starting with local schools and academies in the city.
- 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;
  - i) data on the expected number of additional dwellings and pupil yield per year;
  - ii) the effects of additional strategic housing sites on demand in the year of entry; and
  - iii) the effects of additional strategic housing sites on demand in other year groups.
- 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 are 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.

### Data Modeling

- Further refinement of the datasets.

### Forecasting

- Continued development of Parallel data sets where significant housing is proposed, and these forecasts will be 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 four remaining schools prior to signing off capacity figures. Following signing off capacity figures will then be 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

### Data Modeling

- Refine and quality assure datasets as part of the annual data renewal process.
- Finalise the capacity work stream for this school year.

### Forecasting

- Develop parallel data sets where significant housing is proposed to plan for future need.

### 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.

## **Key risks**

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
The project delivers a sufficient number of	Project to work first to increase existing schools capacity at	19	13

places but with a cost per place that is too high.	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.		
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
<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>	May 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>The status of the project has been moved from Green to Amber now that the reporting will focus on operations rather than the construction and commissioning. This is to reflect issues described below.</p> <p>AWRP has been operational since the beginning of March. March and April's invoices have been received. NYCC and CYC finance are closely monitoring the content and are working through the contractors technical issues around the payment mechanism.</p> <p>There was a planned shutdown of all elements at the end of April and this allowed contingency arrangements to be tested. There is a continuing issue with the crane technology and the contractor is working with the supplier to resolve.</p> <p>The contractor is working to increase the recovery of recyclable material and positive progress is being made. The performance of the anaerobic digester is also improving.</p>	

The MT hall has experienced issues relating to the processing of larger items and solutions based around shredding material have been identified.

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

Amey are regularly receiving groups of visitors and the facility at Claro house and the quality of the presentations have been noted. Additions are being made to further enhance the user experience. This includes video of all the detailed processes so visitors can see areas that are not on the tour.

### **Future outlook**

It will be around 6 months from service commencement until it is clear how the facility is performing against the objectives of the project and outputs are being closely monitored. This timescale will allow processes to settle and will allow realistic reporting.

### **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	Ongoing monitoring of waste law list and advisers will highlight any	22	13

policies /legislation	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.		
<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>	May 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>York's Libraries Comprehensive Needs Assessment has been completed following the review of the public consultation, updating of performance date from Explore and considering the future Council policy objectives of CYC.</p> <p>Work has continued on the service specification for the library and archive service which is documenting specific elements that we already know including; ITT requirements, library services and archive services. This will take some time to evolve into the final version, especially recognising the importance of being led by the strategic assessment for need.</p> <p>Work with Adult Education colleagues has resulted in identifying their minimum requirements to include in the service specification.</p> <p>A number of workshops have taken place to discuss the structure of the legal contract, the payment and performance system and ITT options.</p>	
<b>Future outlook</b>	
<p>On 22 May 2018, the CEC scrutiny committee will review the Comprehensive Needs Assessment.</p>	

Work remains ongoing in writing the new service specification that will form the basis of the library procurement which is scheduled to commence in July 2018, subject to Council approval.

Focus will be on finalising the KPI and measurements required under the contract to ensure a comprehensive payment and performance system.

The legal contract and schedules will continued to be developed in line with the service specification and specialist officer input.

**Key risks**

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
CYC receive no bids from the open procurement approach taken  The current contract with Explore would have to continue, with pre-determined costs	PM has been monitoring the current market and currently 20+ LA's have externalised library operator  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	19	13
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	Library contract will need to clearly identify repair liability and seek capital to resolve the lifecycle replacement costs which are already know.	20	15

<b>Reports to</b>	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.
<b>Exec member</b>	Cllr Nigel Ayre
<b>Director responsible</b>	Jon Stonehouse – Director of Children, Education and Communities
<b>Dependencies</b>	
<b>Link to paper if it has been to another member meeting (e.g.</b>	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>  Scrutiny Report, March 2018 – Library Consultation

<b>executive, council, a scrutiny committee)</b>	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>
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<b>Project title</b>	Housing ICT Programme
<b>Reporting period</b>	May 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>Business Requirements approval meetings have been held with Amanda Clarke (AC) and Ian Cunningham (IC).</p> <p>The vacant Programme Manager post has been advertised and successfully recruited to Daniel Keenan who will begin working on the programme w/c 28<sup>th</sup> May 2018.</p> <p>The Benefits Realisation plan and matrix has been put on hold until for the new Programme Manager to pick up when he starts.</p>	
<b>General:</b>	
<ul style="list-style-type: none"> <li>• 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, final sign off to be delayed until ICT and BI Hub consultation has been completed. Procurement options are still being scoped and meetings have been held with Procurement and Legal Services.</li> <li>• Internal Stakeholder meeting was held early May to update on the progress of the Programme and more specifically the BRD. Comments are expected from Key Stakeholders in the next couple of weeks.</li> <li>• Meeting held with Lorraine Lunt - Information Governance &amp; Feedback Team Manager regarding the initiation of a Privacy Impact Assessment for the Programme and the areas this should cover and how this will feed into and inform the Programme Plan.</li> </ul>	

## **Business Change**

- BRD approval meetings have been held with AC and IC, further meetings are required in order to finalise agreement of the BRD, and this will result in a minor delay to the suggested timescales for the BRD final approval.
- Work has begun with SMEs to look at evaluation criteria, ensuring they fully understand what will be required of them through the evaluation process and that they fully document where solutions cover the requirements for their area of specialism.
- Work has commenced 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 arounds.

## **ICT**

- Option available to implement basic functionality to address GDPR, anonymisation and retention in NPS Housing and information@work. Costs for software licences, support, maintenance and consultancy have been identified.
- Meeting held with Lorraine Lunt on Privacy Impact Assessment (PIA) requirements for the programme, work to initiate assessment to commence.
- ICT Technical requirements, Technical Summary and Technical Questionnaire 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 8<sup>th</sup> May 2018, to review progress on the ITT, SX3 split project and procurement options/cloud solution implications.
- Weekly NPS Housing data audit started on the 22nd Jan using Insight validation process for housing data entry points of current main (head) tenant and contact detail. Weekly manual correction of record errors and identification of users training requirements. Managed by the Business Support team (Kelly Conn, Peter Woods and Teresa Barker).
- Change request with IT System support to set the required parameters and mandatory requirements in NPS Housing. This will address housing contribution to the contact errors (main tenant / households) as detailed in the recent BI data quality report and spreadsheet.
- Work required to NPS Housing tenancy household members. Initially addressing relationship and contact details. Will open up functionality in Insight and contribute to further clean person and contact data.
- 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 work so

far includes:

- FMS – all SX3 interfaces with FMS have been developed by Northgate and shouldn't be affected by the split, jobs that pass on information from housing and Revs and Bens are independent of each other, therefore as long as Northgate, replicate the Housing jobs onto the Housing new server and Rev and Bens jobs replicate onto the RB new server operations should continue as normal.
- ICON - all modules / interfaces have been developed by Northgate and should be replicated as part of the split process performed by them.
- ALLPAY – The relationship / interface between SX3 and allpay currently happens through data export using in-house developed scripts / jobs and manual intervention, scripts have been analysed and the conclusion is that data exported comes out of the Housing schema, therefore after split CYC would need to make sure these scripts and jobs are replicated onto the new Housing server.
- SERVITOR – There are 3 jobs that run on Servitor server that pull data from SX3 into Servitor, the script was written in-house and it accesses tables from FSC and HOU scheme, therefore as long as the database link is recreated to point to the new Housing server the split should not affect the interface.
- BACS, GOVTECH – analysis in progress.
- Infrastructure team still looking into Northgate information request (requirement to quote for split).
- 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.

## **Future outlook**

### **General**

- Programme Manager Induction.
- 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.

### **Business Change**

- Finalise BRD to feed into ITT, and develop and finalise required questions for the ITT.
- Continue development of evaluation criteria and scenarios for appraisal of ICT Solutions.
- Continue work on systems analysis.

- Investigate pockets of data identified outside of main systems and assess their value for migration etc.

### ICT

- Continue investigation work on SX3 split.
- Privacy Impact Assessment for Housing ICT Programme initiated.
- Finalise ICT requirements and 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.
- Identify costs, process and resources required to deploy GDPR and File Retention policy on Servitor, SAM and other housing systems.

### Key risks

<b>Risk (brief description /consequence)</b>	<b>Control/action</b>	<b>Gross</b>	<b>Net</b>
Inability to recruit/ assign/ retain appropriately skilled & experienced resources to the programme.	Funding for resources approved in business case.	19	19
Inability and/or unwillingness to adopt new ways of working and/or technologies.  Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers.	Stakeholder engagement, communication plan and comprehensive and regular communications with all business areas.  Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme.	20	20
Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities.  Failure to deliver aims & objectives to agreed cost and quality.	<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>			

