

Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Older Person's Accommodation Phase 2(ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Amber	Amber	Same
Community Stadium	Green	Green	Same
Adult Social care – Future focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing development (HCA partnership)	Amber	Amber	Same
Specialist Disabled Children Short Break Facility	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Allerton Waste Recovery Park (AWRP)	Amber	Amber	Same
Library Procurement Project	Green	Green	Same
Housing ICT Programme	Amber	Green	Better

Detailed updates

Project title	Older Persons' Accommodation Programme Phase 2
Reporting period	January 2019
Description	
<p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none">• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;• progress with plans to build a 27 home extension to Glen Lodge;• seek the building of a new Extra Care scheme at Oakhaven in Acomb;• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status	
GREEN	
Glen Lodge Extra Care Scheme	
<ol style="list-style-type: none">1. Work has been commissioned to refurbish the original communal parts of Glen Lodge so that they compliment the new extension, following consultation with tenants about their preferences. This is due to be completed by the end of 2018/19.2. Officers are carrying out a review of the CYC Extra care operating model reflecting on the Housing LIN recommendations from the Glen Lodge project review to create an action plan.	
Burnholme Health & Wellbeing Campus	
<ol style="list-style-type: none">1. Our partner for the Care Home @ Burnholme have appointed their builder and now plan to begin construction in February 2019. We have	

limited their access to site until all contractual documents are signed. We have now received final versions of the lease and care contract documents. But the documents are still not signed. Archaeological work has been carried out on site.

2. Stage 2 procurement for the Sport Centre refurbishment is now complete. The cost submissions are with AECOM QS team to produce a cost evaluation report. Initial costs suggest that all tenders have come within the available budget. This work is due to start on site in February 19. The pitch and pond works are scheduled for Spring/Summer 2019. Temporary toilet and changing facilities being delivered to site next week.
3. Work continues to ensure that JRHT reinstate the cycle/foot path between the Burnholme site and Derwenthorpe. Work is likely to commence towards the end of winter.

Oakhaven Extra Care Facility

1. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme. There has been no progress or discussion about plans for progress on this scheme for some months. We are now looking into the legal and procurement implications of withdrawing from this arrangement.

Marjorie Waite Court Extra Care Scheme

1. Executive agreed in August 2017 to invest £6.6m in an extension to Marjorie Waite Court Extra Care scheme. This will deliver 29 new apartments, four new bungalows, a 172m² community facility and enhancements to the services in the wider complex. Hobson Porter has been appointed to do the development work. Work is due to start on site in February 19.
2. The community halls staff are working with a community partner to develop a business plan for operating the community hall once complete.
3. The project will be managed to incorporate some of the lessons learned from the Glen Lodge development. There will be a focus on staff and resident engagement, communication between teams and ensuring that the existing and new build elements of the scheme are well integrated.

Haxby Hall

1. Following a Procurement exercise Yorkcare Homes have been selected as the preferred bidder to take forward the transformation of Haxby Hall

care home. The scheme is reliant on the acquisition of the adjacent ambulance station. A possible site has been identified for the provisional of the ambulance station. Work is underway to negotiate the purchase of this land and design a scheme which will be acceptable in planning terms and will meet the needs of the ambulance service. A recent conversation with Yorkshire Housing has indicated that they are mindful to agree to sell the site to us.

2. We have prepared procurement documents to appoint a planning agent to advise on the likelihood of getting planning approval, and to take the scheme forward to planning.
3. Initial discussions with highways indicate that the alternative site for the ambulance station may be acceptable, but following a tree survey the Landscape architect has indicated that she would oppose any scheme on the site as it would require the removal of some mature trees.

Lincoln Court

1. Executive have approved investment plans for Lincoln Court which include a 10 apartment extension and extensive refurbishment. These were approved by planning committee in December 2018. The H&S risks and disruption expected during the refurbishment works mean that the building will have to be vacated for the duration of the works.
2. Work has begun to understand tenants housing needs and to find appropriate accommodation. The allocation of these properties is likely to begin by the end of the month.
3. Sewell Construction was appointed at stage 1 of the procurement for a construction partner for Lincoln Court and the Centre of Excellence. They are developing the designs to detail stage and will cost up these schemes by 20 February. Work is now due to start onsite in June 2019.
4. A window replacement contract was awarded to Kingfisher Windows and the windows in the 3 storey block were replaced during December 2018. The remaining windows will be replaced once the building has been vacated, at tenants request.
5. Tenants Choice home improvements work will now be included in the main construction contract for the existing apartments rather than waiting for completion of that work and then having a separate contractor on site to complete the tenants choice works. Tenants have been consulted about this and are happy with the approach.
6. Indicative prices have been received for Photovoltaic celled for the roof of Lincoln Court. The provision of these will be included in the construction contract. Work is needed to establish the financial and environmental benefits of this work. This will come out of the design.
7. As the building will be vacated Sewell Construction have reviewed the

design and have come up with an improved location for the boiler and a better integration of the old and new elements of the scheme. This will require a further planning application which will be submitted later this month, and is likely to require an increased budget as it will also provide 3 additional apartments.

New Independent Sector Extra Care Provision

1. JRHT are progressing well with their replacement care home and extra care units at New Lodge. They have approached us to assist with marketing, stakeholder contacts and information distribution about the availability of the properties. The first phase is due for completion in Summer 19.
2. The Abbeyfield Society has secured planning consent and Homes England grant for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have agreed nomination rights to a proportion of these homes. Work is expected to begin early in 2019.
3. Work has begun on site to construct a new care home on the former Fordlands care home site and is due for completion by the December 2019.

Future outlook

During the next period:

- Submission of a revised planning application for Lincoln Court.
- Appointment of a planning agent for the relocation of Haxby Ambulance station.
- The start of stakeholder and resident consultation about Older Persons accommodation in the city. Including a questionnaire and stakeholder meetings.
- Completion and signing of the contract documents for Burnholme care home.
- Start on site for construction of Burnholme care home.
- The delivery of temporary accommodation for Burnholme Sports facility users in preparation for the sports centre refurbishment.
- Completion and signing of contract documents for Marjorie Waite Court and pre commencement works.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Project does not deliver the right number and type of	- Regular market review. Mitigating Action	19	6

care places required by the City. Needs remain unmet.	- Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.		
Increase in interest rates would impact negatively on borrowing.	- Use of capital receipts rather than borrowing. Mitigating Action - Ensure impact is capped or controlled through the contracts.	19	8
There is insufficient funding to deliver all of the elements of the project.	- Sale of vacant OPH sites and land at Burnholme. Mitigating Action - Alternative sources of funding to be identified and secured in order to achieve full project.	19	1
Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.	- Careful pre-planning consideration of likely objections and possible mitigations. - Pre-planning public engagement. - The use of skilled advisers.	20	19
Delay to the transfer of Haxby Hall care home - A care home developer and provider have been procured to take on the operation of the care home from 1 March 2019. The transfer is subject to the developer having a site that would allow them to develop a new care home in a 2 phase approach. This is reliant on acquiring the ambulance station site. Work is on going to acquire the site, acquire a site to relocate the ambulance station, get planning,	- Regular updates to Director and executive member. Increased resources being put into the work. Preferred bidder working with CYC to progress the work. Mitigating Actions - A temporary scheme for CYC to run the care home for a further 6 months to 1 year is being considered.	21	15

design and build an ambulance station.			
<p>The cost of running an in house extra care model becomes prohibitive - Extra Care models are traditionally delivered by housing associations who commission a registered care provider to deliver on site planned and reactive care. The CYC model is delivered by Housing management services and the council's care team. This service costs the council more than similar services purchased at Auden house, but allow flexibility and assurance. However as the number of extra care units is increased the cost of care at these schemes will also increase. This may highlight the cost difference between the inhouse and commissioned services. Recruitment, staff morale and ultimately service delivery may all be affected if we move to a commissioned model.</p>	<ul style="list-style-type: none"> - Business and financial management. - Options to combine on site care and housing teams to bring efficiencies being considered. <p>Mitigating Action</p> <ul style="list-style-type: none"> - Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development. 	14	8
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another	Executive July 2015 http://modgov.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=8840&Ver=4		

member meeting (e.g. executive, council, a scrutiny committee)

Executive October 2015 - Grove House and Oakhaven O
Persons' Homes

[http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842
&Ver=4](http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4)

Executive July 2016 Demonstrating Progress on the
Older Persons Accommodation Programme

[http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&V
er=](http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=)

Executive November 2016 (Willow house OPH)

[http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId
=9307&Ver=4](http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4)

Executive December 2016 - Older Persons'
Accommodation Programme Update

[http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20
Accommodation%20Programme%20Update.pdf](http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf)

Executive Feb 2017 - Sale of Land at Fordlands Road as
Part of the Older Persons' Accommodation Programme

[http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%
20at%20Fordlands%20Road.pdf](http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf)

Executive March 2017 - Oakhaven Extra Care Facility:
the sale of land to facilitate the development

[http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%
20Care%20Facility.pdf](http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf)

Executive March 2017 - Burnholme: the sale of land to
facilitate the development of a Care Home; agreement to
management arrangements for the Community & Library
facilities; disposal of the Tang Hall Library site

[http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.
pdf](http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf)

Executive August 2017 - Investment in New Extra Care
Accommodation for Older People at Marjorie Waite Court
Following the Closure of Burton Stone Lane Community
Centre

[http://democracy.york.gov.uk/documents/s116717/Investment%20in%20
New%20Extra%20Care%20Accommodation.pdf](http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf)

Executive August 2017 - A Further Phase of the Older
Persons' Accommodation Programme Deciding the
Future of Woolnough House Older Persons' Home

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4>

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

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

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

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

Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home

<http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf>

Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home

<http://democracy.york.gov.uk/documents/s120959/Securing%20a%20Sustainable%20Future%20for%20Haxby%20Hall%20OPH.pdf>

Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018 - Update on Older Persons' Accommodation Programme

<http://democracy.york.gov.uk/documents/s120609/Older%20Persons%20Accommodaiton%20Programme.pdf>

Executive February 2018 – Disposal of Willow House

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4>

Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility

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

Executive April 2018 - Deciding the Future of Morrell House Older Persons Home

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4>

Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme

<http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf>

Executive September 2018

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

<http://democracy.york.gov.uk/documents/s126105/Executive%2027th%20September%202018%20->

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

Executive October 2018 – A Further Phase

<https://democracy.york.gov.uk/documents/s127171/Next%20Phase%20nov%202018%20onward%20nov%20exec%20V2.pdf>

Project title	York Central
Reporting period	January 2019
Description	
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>	
Current status	
AMBER	
<p>Further information in relation to the Outline Planning Application has been prepared and will be submitted to the LPA shortly. The material responds to issues raised in consultation, and the consideration of the Outline Application at committee is now programmed for early March 2019. The detailed application for phase 1 infrastructure which is being prepared, will be submitted following this.</p> <p>Heads of Terms for a partnership agreement setting out how organisations will interact and their respective roles and responsibilities have been prepared and will be considered by Members at Executive on 17th January.</p> <p>Procurement by CYC of infrastructure delivery partners is progressing with tender documents being prepared.</p> <p>Full business cases have been submitted to the HIF and WY+TF programmes at £77m and £37m respectively. Determination is anticipated February 2019.</p>	
Future outlook	
<ul style="list-style-type: none"> • Legal drafting of the partnership agreement can be commenced on approval of heads of terms by partner organisations. • Stage 1 tender period will be commenced in respect of infrastructure delivery partner. 	

- Progression of planning discussions with Local Planning Authority.

Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Off plot infrastructure costs are unaffordable, driven by construction cost inflation, professional fees, abnormal costs and funding shortage.	<ol style="list-style-type: none"> 1. Infrastructure scheme devised to match available budget 2. Review of funding programmes and opportunities to aid viability of scheme <p>Mitigating Actions</p> <ol style="list-style-type: none"> 1. Resourcing of controls 	23	14
The proposed infrastructure to access the site is not feasible due to adverse reaction and inability to agree terms with Millennium Green Trustees.	<ol style="list-style-type: none"> 1. Early 'positive' dialogue and maintained communication between the Millennium Green Trustees and Working Group. 2. Decision made by CYC Exec to proceed with a western access option (A2) - alignment that does not require MG land (other than reserved land). 3. Legal advisors review of position of Village Green application not being determined and Millennium Green lease. 4. Counsel opinion sought and provided on most suitable strategic way forward (MG/Charities Commission negotiation/CPO/alternative alignment). 5. All terms agreed with MG trustees prior to outline planning submission. All matters agreed and awaiting completion and entering into 	24	22

	the final legal agreement.		
Inability to secure all/ some identified HIF infrastructure funding due to: a) Delivery timescales b) Business case assessment	<ol style="list-style-type: none"> 1. The timely and appropriate resourcing of co-development work. 2. Identify what infrastructure is needed and a strategy for how it will be funded in different funding availability scenarios. 3. Resource HIF business case development process appropriately. 4. Review infrastructure delivery programme and establish date by which RIBA stage 3 and Stage 4 will need to be instructed. 5. Agree Governance Arrangements. 6. Submission of planning application to assure on deliverability achieved. 7. HIF application process has passed into the co-development phase. 	22	22
No availability of land for bridge landing point.	<ol style="list-style-type: none"> 1. Response from Northern required confirming No Objection to disposal. No other outstanding responses or objections. 2. Application for specific consent for disposal to be applied for once Northern response received. 	22	17
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group		
Exec member	Cllr Ian Gillies and Cllr Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		

Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 – York Central and Access Project http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 - Consultation on access options http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Third party acquisitions http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf</p> <p>Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/documents/s115798/York%20Central%20Uupdate.pdf</p> <p>Executive November 2017 - Preferred Access Route and Preparation for Planning http://democracy.york.gov.uk/documents/s118290/York%20Central.pdf</p> <p>Executive March 2018 - York Central Access Construction http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive June 2018 – Masterplan and Partnership Agreement http://democracy.york.gov.uk/documents/s124296/York%20Central%20Exec%20Masterplan%20and%20PA%20JUne%2018%20V7.pdf</p> <p>Executive July 2018 – Clifford’s Tower Visitors Centre Update http://democracy.york.gov.uk/documents/s124737/Cliffords%20Tower%200Exec%20report%20July%202018.pdf</p> <p>Decision Session – York Central Design Guidelines http://democracy.york.gov.uk/documents/s125211/Report%20-%20York%20Central%20Design%20Guide.pdf</p>

Executive August 2018

York Central Update – Western Access

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

Project title	Castle Gateway
Reporting period	January 2019
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
AMBER	
Work Package 1	
<p>St George's Field - The response to the application to divert the sewer was expected at the end of December. However, Yorkshire Water have informed us that this is further delayed until March. As the design of the multi-storey car park (MSCP) can not proceed any further until we know that the diversion is possible and the cost for doing so, this has delayed submission of the planning application until May 2019. Pre-application discussions are however continuing and by reducing the height of the MSCP by one level we are hopeful that the application will be supported by Historic England and conservation officers. Public engagement is due to start next month.</p>	
<p>Castle Mills - design work is progressing to accommodate the pedestrian cycle footbridge, including legal confirmation of the height requirements to comply with the navigation rights and flood risk. Foundation design is being prepared for submission to Yorkshire Water to ensure it does not impact on the sewer that crosses the site, and an application has been submitted to Northern Power to ascertain what scale of sub-station will be required to power the building. Pre-application discussions are ongoing to ensure full consideration is given to the setting of the heritage environment. The target is to submit the planning application at the same time as St George's Field in May.</p>	

Fishergate junction improvements - WSP have been commissioned to lead the West Yorkshire Transport Fund bid for the junction improvements and other highway interventions in the Castle Gateway and wider city. The aim is to re-purpose the council's outstanding funding headroom from historic projects which are no longer proceeding. They have commenced with preparation of the expression of interest and outline business case, with the submission date to be agreed once the programme of work is approved by officers.

South African War Memorial - officers met with the Green Howards regiment to understand their ambitions regarding the future of the war memorial. The memorial sits in the centre of the roundabout on Fishergate gyratory. In the original masterplan the proposal was to relocate the memorial as part of the junction improvements to remove the roundabout. However, following further transport modelling it is likely that the roundabout will need to remain and as such there is no requirement to relocate the memorial. However, the Green Howards have expressed their desire that we still look to move it to a new location in the Castle Gateway public realm where it can be accessed for commemoration in a tranquil area away from vehicular traffic. There would be cost implications with this proposal and it would require planning permission but it will be considered as part of the ongoing masterplan work, in consultation with the Green Howards.

Work Package 2

Castle and the Eye of York - public engagement will begin in the spring to consider what the new public spaces and realm should look and feel like, and the type, form and frequency of events that will take place. This will run through the spring and summer and will provide the architects, BDP, with a public development brief for the site.

York Museum Trust/English Heritage/CYC partnership - The partnership continues to meet monthly to drive delivery of our shared ambitions. A memorandum of understanding has been agreed, and YMT and EH are exploring opportunities for a shared visitor facility. The intention is for the council to have an agreement in principle in place to open up the rear of the Castle Museum to public access by the time the planning application for the new Foss pedestrian/cycle bridge is submitted in May.

Coppergate Shopping Centre - There has been no further contact from Steamrock regarding the extension of the head lease of the Coppergate Centre.

Future outlook

Work package 1

A meeting will take place at the end of January with Yorkshire Water at which it is hoped they will present their interim response to the application to divert the sewer at St George's Field and the proposals at Castle Mills. Should the response be positive this would allow design work to proceed in preparation for the submission of the planning applications.

A technical meeting with the Environment Agency will take place to consider the detailed structural design of the multi-storey car park to ensure it does not negatively impact on the functioning flood plain. The meeting will also seek to coordinate each party's programme of works.

Piccadilly

It has been agreed with the private developers on Piccadilly that the design work relating to the streetscape will be undertaken by the council for the whole street. Each developer will then implement this for the section in front of their development site as part of their construction programme. To deliver this overarching design a public engagement exercise through My Castle Gateway will seek to define the public's aspirations for Piccadilly, providing a brief for BDP to undertake the design. The engagement will begin this month, with the design work completing by May.

Castle Museum

York Museum Trust intends to complete the procurement of the architects to lead their Heritage Lottery Fund this month. This will allow the council's architects BDP to engage with them directly to coordinate the design of the land at the rear of the museum where the new pedestrian cycle Foss bridge will land.

Key risks

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

	<p>benefits</p> <ul style="list-style-type: none"> • Clear and appropriate governance arrangements • Effective project management • Commitment to dedicated resources • Executive approvals for work packages 1 and 2 • Public transparency as to issues and challenges to the project • Cost control <p>Mitigating Action</p> <ul style="list-style-type: none"> • Next stage of the My Castle Gateway engagement about to commence • Continual updates through the My Castle Gateway social media accounts • Ongoing dialogue with all political party leaderships • Attendance at appropriate ward committees and public meetings • Short term and meanwhile uses to build public confidence in delivery <p><u>Latest Update</u> Following a project risk workshop all major risks have been updated or replaced</p>		
<p>The project proves to be financially unviable</p>	<ul style="list-style-type: none"> • Financial planning • Financial management • Contract management • Performance management • Procurement processes • Ongoing assessment of design iterations <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Cost analysis of each iteration of the design process • Masterplan broken down in to self- 	<p>20</p>	<p>20</p>

	<p>contained work packages</p> <ul style="list-style-type: none"> • Seeking and applying for new regional and national funding streams 		
Project partners fail to deliver, impacting on the masterplan	<ul style="list-style-type: none"> • York Museum Trust/English Heritage/City of York Council partnership • Ongoing Steamrock negotiations • Programme Management • Communication plan • Compartmentalising the masterplan to safeguard delivery in sections <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Memorandum of Understanding between York Museums Trust/English Heritage/City of York Council setting out shared ambitions and delivery timescales • Leeds City Region Business Rates Pool funding secured for York Museums Trust to bring forward their design proposals • Ongoing negotiations with Steamrock over lease restructure 	15	14
Planning consent for work package 1 is refused or delayed	<ul style="list-style-type: none"> • Significant public engagement through My Castle Gateway • Communication with Members • Engagement with statutory bodies • Pre-application advice • Respond to and mitigate concerns • Commit sufficient resources <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ongoing dialogue with statutory bodies • Public engagement through My Castle Gateway • Delayed planning application submission to respond to merging 	19	18

	concerns and constraints		
<p>Planning Policy/Local Plan - The council's Local Plan is not adopted and/or there are issues with the sections and policies which relate to Castle Gateway</p>	<ul style="list-style-type: none"> • Lack of control over private developer planning applications • Reduced ability to seek developer contributions to deliver masterplan aims • Area of Opportunity policy does not reflect approved masterplan, hindering delivery • Foss Basin apartments can not be delivered due to flood plain designation • Loss of commercial return from apartments means masterplan is unviable <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Engagement with the Local Plan team to prepare for the examination 	14	14
<p>The necessary sewer diversions and/or easements are not possible or are prohibitively expensive</p>	<ul style="list-style-type: none"> • Engaged with Yorkshire Water at strategic director level to ensure project buy in • Developed design solution with CYC consultants • Submitted application to divert in August and provided all information required <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Chase Yorkshire Water to respond by the delayed March deadline 	20	18
Reports to	<p>The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of these being the responsibility of the Castle Gateway Working Group. This working group was established in January 2017 and serves as the project board and meets</p>		

	<p>on a monthly basis. It is chaired by the Director for Economy and Place, and the wider interests of the council are represented by the Assistant Directors for Regeneration and Asset Management; Planning and Sustainable Development; and Transport, Highways and the Environment. The group also has Heads of Service for legal, finance and property.</p> <p>The working group is the key interface point with wider stakeholders, with the project manager and Assistant Director for Regeneration and Asset Management chairing the Castle Gateway Advisory Group (which consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.</p> <p>The Castle Gateway project manager has defined expenditure levels under the Council's Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive are taken to the appropriate decision making route as set out by the council's governance and decision making framework. Dependent on the nature and scope of the issue this may be an officer decision, Executive Member decision, or require a full Executive decision.</p>
Exec member	Cllr Ian Gillies
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 - York's Southern Gateway http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive November 2016 - Land Assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p> <p>Executive January 2017 – Update York Castle Gateway http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</p> <p>Executive August 2017 - Proposed Temporary Use of</p>

	<p>Part of Castle Car Park http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</p> <p>Executive April 2018 - Castle Gateway Masterplan http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive October 2018 Proposed Temporary Uses of Part of Castle Car Park http://democracy.york.gov.uk/documents/s126509/Rose%20and%20Viking%20Hall.pdf</p>
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Project title	Local Plan
Reporting period	January 2019
Description	
<p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
Current status	
<p>AMBER</p> <p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to:</p> <ul style="list-style-type: none"> • provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive; • seek the views of Members on the methodology and studies carried out to inform the housing and employment that the City is tasked with accommodating; • seek the views of Members on the most appropriate way of 	

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

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

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

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

Following agreement at Executive in July 2017 the Draft Plan (Pre-Publication Draft) commenced a 6 week on 18th September 2017, which ended on 30th October 2017.

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

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

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

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

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

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

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

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

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

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

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

Future outlook

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

www.york.gov.uk/localplanexamination

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

An update report was taken to Local Plan Working Group on 20th September providing an update to members on the Local Plan and specifically relating to the issue of housing need in the context of new Government household projections published on 20th September 2018 and the Technical Consultation on National Policy and Guidance published on 26th October 2018.

A response was sent to the Inspectors on 13th November 2018 and can be viewed at the following link

www.york.gov.uk/localplanexamination

A response was received from the Inspectors on the 14th December and can be viewed on the Local Plan examination page (link above). The Inspectors agreed to move to initial hearing sessions on Duty to Co-operate (legal compliance), Objectively Assessed Housing Need (OAN) and greenbelt principle. We are currently finalising arrangements for these initial sessions but it is likely that they will take place mid March and run for an initial 4 sitting days. A letter was sent by the programme officer on 11th January 2019 to respondents to the previous Regulation 19 consultation to outline the above and to ask for confirmation as to whether they would wish to participate in the hearing sessions – this is a requirement of the procedural guidance for plan examination published by the Planning Inspectorate (PINS). A notice will be sent from the programme officer to all respondents 6 weeks prior to the first hearing day and further information will be published on the examination page including a hearing schedule and matters, issues and questions from the Inspector.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	<ul style="list-style-type: none"> - Local Plan with associated core documents and evidence base submitted for examination in public. - Ongoing work in the LP team. LP team assessing weight of submitted 	19	18

	policies in line with the NPPF to inform planning applications.		
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	<ul style="list-style-type: none"> - Work to approve LDS continuing to develop a strong evidence base. - Approved LDS completed and Local Plan submitted for examination in public. - Ongoing work in the LP team, including EiP. 	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options.	<ul style="list-style-type: none"> - Procure appropriate legal and technical advice to evaluate risk as the plan progresses. - Risks arising from failure to comply with the laws and regulations relating to planning, the SA, the SEA and HRA processes. 	19	18
Financial risk associated with the Council's ability to utilise planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL.	19	18
Failure to submit or adopt a Local Plan Consequence: Intervention by Government in local plan making	<ul style="list-style-type: none"> - Local Plan submitted for examination in public by PINs - Local Plan submitted for examination and ongoing work of the Local Plan team, including EiP. 	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies & Cllr. Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another	Executive July 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=8840&Ver=4		

<p>member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf</p> <p>Executive January 2017 Update on Local plan http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p> <p>Executive July 2017 http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf</p> <p>Executive October 2017 Minerals and Waste Joint Plan - Submission http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf</p> <p>Executive May 2018 City of York Local Plan – Submission http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</p> <p>Executive September 2018</p>
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Supplementary Planning Documents to support the emerging York Local Plan

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

Project title	The Guildhall
Reporting period	January 2019
Description	
<p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status	
<p>AMBER</p>	
Statutory Consents / Approvals	
<ul style="list-style-type: none"> • Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE • Planning and LBC approvals granted 16 Feb 17 • Executive approval for scheme delivery 16 Mar 2017 • Full Council approval of budget requirement 30 Mar 2017 • Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery. 	
Project Progress	
<p>In response to the 8 May Executive approval a revised project programme was prepared for Project Board Approval on 15 June covering the re-design and re-tender process. Subsequent to the board meeting the programme was found to be inaccurate regarding timescale for the Quantity Surveying pretender activities, coupled with a failure of the Architectural Principle Designers failure to achieve the agreed date for production of information the programme has slipped significantly.</p>	
Future outlook.	
<p>2 tenders were received they are currently undergoing evaluation prior to a</p>	

tender report being issued to the project board on 1st February 2019.

Key risks

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

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</p> <p>Executive May 2018 The Development of the Guildhall Complex http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</p>
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Project title	Community Stadium
Reporting period	January 2019
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
GREEN	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Superstructure now complete across the commercial building, east stand, west stand and north stand, hub and leisure building. • South stand superstructure ongoing. • Internal fit outs are progressing well and currently on target. • Construction and the project are progressing well and are currently on schedule and to budget. • Tenant now secured for the lantern unit with legal agreements ready for execution. • The timetable included in the report to Executive for September 2018 highlights that the facilities will be complete and open by Summer 2019. 	
Future outlook.	
<p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Roof and cladding for the North and South stands until end of March 2019. • Completion of the road and connections build by end of July 2019. • Completion of the commercial build by end of July 2019. • Confirmation of tenants for the commercial unit by July 2019. 	

- Lantern tenant now confirmed.
- Confirmation of sponsorship and naming by Summer 2019.
- Stadium and leisure site build completion May/ June 2019.
- Commercial tenants fit out July 2019 to November 2019.
- Stadium and Hub Tenant fit out expected May to July 2019.
- Stadium and leisure Site open and operational Summer 2019.
- Commercial site opening October/ November 2019.

Key risks

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

financial parameters agreed under current March 2016 approvals.	from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.		
Failure to find tenants for the Lantern unit and commercial unit	Tenant for the lantern is at agreement for lease and awaiting legal sign off. Commercial agents have been appointed for the commercial unit.	19	19
Failure to find a sponsor for the stadium naming rights	Ongoing discussions with a number of potential sponsors. Mitigation is to find a sponsor. This is progressing well at present.	14	14
Stadium certification and licensing - Work on the licensing and certification for the new stadium is currently behind schedule. A new programme has been implemented and resourced by GLL to address the risk of not achieving compliance by the target opening date.	Plan agreed with the Safety Advisory Group by GLL on completing and submitting the documentation in good time. DBOM contract places all risk of certification and operation on GLL. CYC contract manager and stadium project manager reviewing and agreeing documentation and process on a weekly basis. Licensing and certification is GLL's responsibility for the site. Stadium Management contract now in place and signed and resource now allocated to deliver these documents in the agreed timescales. CYC's role is to manage GLL and their contracted deliverables.	19	18
Reports to	Project team report to the Director of Finance and prepare reports to the project Board. The project Board Chair updates Exec and Full Council when needed.		

	Subject to Audit and Governance scrutiny.
Exec member	Cllr. Nigel Ayre
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services
Dependencies	Yearsley review. The continued operation of Yearsley is Potentially linked to the DBOM contract proposed.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4</p> <p>Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</p> <p>Executive July 2017 Community Stadium & Leisure Facilities Report http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</p> <p>Executive October 2017 Community Stadium Project Report http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</p> <p>Executive 27th September 2018 Community Stadium Project Update http://democracy.york.gov.uk/documents/s126189/Stadium%20Exec%20Report_27th%20Sept%202018_vF.pdf</p>

Project Title	ASC - Future Focus
Reporting period	January 2019
Description	
<p>Demand for Adult Social Care rises each year. People are living longer into old age requiring support, there are more people living longer with complex long term conditions and there are increasing numbers of young adults in transition to adult services with complex needs.</p> <p>This increased demand for services coincides with significant financial pressure arising from reduced Local Authority funding, legislative changes driven by the Care Act and an increased public expectation of Adult Social Care and rightly an expectation of high quality, personalised and flexible support for those who are eligible for care.</p> <p>The goal of health and care services is to help older, vulnerable or disabled adults who have ongoing support needs to live well and have a good life. A “good life” means living independently at home wherever possible, with opportunities to spend time with other people and to do things which are meaningful to that individual.</p> <p>Current ways of supporting adults do not consistently result in everyone achieving all of their goals and living well where they want to live. People and families are not always helped enough to look after themselves and each other. Services can be overly paternalistic and lack the choice and control that services users rightly demand.</p> <p>Social care is often a vital part of enabling people to live independent lives but it is far from being the only component to enable people to live fulfilled lives. We must be ready to have different conversations which take full account people’s assets, strengths, knowledge and skills to build and harness the contributions of people, their personal networks, social capital and their local communities. This will support greater wellbeing and independence.</p> <p>The nature and scale of these challenges requires a fundamental shift in how Adult Social Care is delivered to ensure financial sustainability and to help those with social care needs, their families and carers have a better quality of life.</p> <p>There is an emerging consensus that community based models of social work based on Asset Based Conversations that will support a collaborative approach alongside communities, families and carers are the most effective</p>	

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

Current status

GREEN

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

1. Model new structure including JDs
2. Continue with Training plans in preparation for handover
3. Implement documentation in live Mosaic (1)
4. Continue rollout of review processes
5. Progress full CLS evaluation (ongoing until March)

6. Continue Talking Point Rollout plan (ongoing)

1. Model new structure including JDs

Data from HR and finance has been compiled to provide the business with an understanding of the potential costs and management of changes to support the model. The priority will be the amalgamation of the Customer Access and Assessment Team (CAAT) and the Long Term Team into a single team with combined Duty functions. A timeline for these changes has been drafted with the team managers and HR meetings commence 11 Jan 2019.

2. Continue with Training plans in preparation for handover

It has been agreed that remaining NDTi days will be allotted to WDU and the principle social worker to support staff after the closure of the project. The investment with NDTi will support training the trainer and will allow the business to draw down expertise in this area.

3. Implement of Conversation documentation in live Mosaic (Ongoing)

Conversation record has been requested via system implementation process and are being transferred to live environment.

4. Continue rollout of review processes

We have not yet managed to convene a meet with Legal Services prior recommendation to change review cycles. The hope is that we will be able to make changes to the offer to alleviate pressures in the review processes and targeting the high value packages of care for review. We have begun the process of working with the review managers in the service to outline new opportunities and expectations.

5. Progress full CLS evaluation (ongoing until March)

The project met with a number of other local authorities in December to check approach to full evaluation. We have agreed 2 days with our porter, NDTi, to undertake interviews with stakeholders. In addition, the Project Stakeholder group will be invited to comment on the evaluation approach to suggest further opportunities or areas of focus.

6. Continue Talking Point Rollout plan (ongoing)

The carers teams have started to use Glen Lodge. We have visited and identified Burnholme as an excellent potential venue and have started to

talk to other social care teams about how we could use this site to make the most of the venue. Teams are co-located and working together across Talking Points. Additional administrative support is now in place to free up social care staff to carry out conversations and care and support planning. Managers are meeting regularly to plan the next stages of staff amalgamation.

Future outlook

Actions and activities planned for the next period are:

- Continue with new structure including rationalisation of JDs
Continue working with HR to reshape the current structure and rationalise job descriptions in Care Management teams. To prepare an outline team organisational chart for DMT before end of January.
- Continue with Training plans in preparation for handover
Working with WDU and the principle social worker, the programme will look to produce a recommendation for future training and support for staff in the CLS model, good conversations and systems use in support of evidenced based practice. The investment with NDTi will support training the trainer and will allow the business to draw down expertise in this area.
- Continue rollout of review processes
To work with review managers in the service to outline the proposed changes to review processes in light of the new operating model opportunities.
- Initiate project closure processes and agree business as usual responsibilities
Whilst a significant amount of change will have taken place by the 1st April 2019, it is envisaged that continual adaptation of the processes to realise the benefits, maintenance and changes to the systems as well as training and support of staff will remain a requirement for the business. The project will outline any residual requirements and work with senior management to establish capacity within the business to agree resource support these.

Key risks

Risk (brief description/ consequence)	Control/Action	Gross	Net
Material inaccuracies in the	Objective external appraisal of	14	8

<p>assumptions and/ or benefits and / or costs of the future model have been miscalculated.</p> <p>Savings not realised despite change.</p>	<p>Benefits / Savings.</p> <p>Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.</p>		
<p>The changes do not realise the required levels of financial benefits.</p> <p>Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.</p>	<p>An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders.</p> <p>The project approach will seek to deliver the changes in a stepped and structured manner, identifying any false assumptions and seeking to maximise benefits during deployment.</p> <p>The project will identify key command and control data sets to oversee the effects of change in process or procedure against expectations.</p>	19	14
<p>The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.</p>	<p>Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.</p>	15	11

Reports to	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.
Exec member	Cllr. Carol Runciman
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017 Future Focus Update Report http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</p> <p>Additional Adult Social care Support and Resources Executive May 2018 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>

Project title	Outer Ring Road (A1237)
Reporting period	January 2019
Description	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status	
AMBER	
<ol style="list-style-type: none"> 1. At Jcn 1 Wetherby Rd, final surfacing was completed at the end of November 2018 and the roads open to traffic in their final form. A speed limit remains in place whilst the drainage and landscaping is completed in the verge areas. 2. Land purchase negotiations for parcels at Wetherby Road are near completion. 3. Land purchase negotiations at Monks Cross (MX) continue to be slow and this has now become a significant risk to the start of work there in 2019. 4. The formal bid to Homes England / DfT for a grant from the Housing Infrastructure Fund to accelerate housing at Clifton Moor was made in early December 2018. 5. The Final Business Case for Phase 2 (Jcn 7 Monks Cross) is working its way through the governance process at WYCA. A recommendation has been made by the the Portfolio Management Office to the Managing Director for a delegated decision to approve Phase 2 of the YORR Junctions upgrades at Junction 7 Monks Cross. 6. A formal outline business case was submitted to the DfT for proposed dualling of a section of the YORR from Rawcliffe to Hopgrove just before Christmas 2018. 7. Meetings are in progress to consider preparations for a start of construction work at MX in early 2019. 8. Application made to the LPA for removal of hedgerows at Junction 7 Monks Cross. 	
Future outlook	
<ol style="list-style-type: none"> 1. Planned completion of Phase 1 of the A1237/Wetherby Junction upgrade by end Jan 2019. 2. Hold a half day project team meeting (including suppliers) to set 	

- objectives, ambitions and briefings about Phase 2 (Jcn 7 Monks Cross).
3. Continue to work intensively on land acquisition at Phase 3 Monks Cross.
 4. Monitor strategy and programme to set up hibernacula and fencing to re-home Great Crested Newts.
 5. Plan a strategy to accommodate the remaining YORR Junction upgrades, potential successful HIF bid for Jcn 3 (Clifton Moor) and potential successful bid for dualling A1237 (Rawcliffe to Hopgrove).
 6. Attend WYCA Evaluation meeting.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Land acquisition - 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>WYCA withdraw funds for YORR Improvements. All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p>	<p>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</p>	<p>Commencement of talks with the Planning Authority to</p>	14	13

<p>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>understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The control period 2016-2021 presents sufficient time at this point to achieve this.</p>		
<p>Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required in the north west quadrant, previously owned and sold by CYC, is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC, however this has now been agreed, albeit in a limited area of land.</p> <p><u>Consequences</u> 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</p>	<p>Sept 2018 - The scrutiny by HBOS over the purchase of the land on the NW quadrant is a cause for concern. This is currently holding up the completion of sale of land. At worst they could take out an injunction to stop the work. There is a contingency plan in place to enable the junction upgrade to operate in spite of this.</p> <p>October 2018 - Ditto Sept 2018, however nothing has been heard from the owners. The contractor has been instructed to continue to undertake the works until further notice. As explained above the junction improvement can be completed to enable it to operate without the additional land.</p> <p>November 2018 - The project team have been informed that progress is now being made on the land transfer at Low Fields Farm. This appears to have become possible since</p>	19	18

<p>programme.</p>	<p>an error on a plan was addressed, taking slightly more land out of the covenant in favour of the landowners.</p> <p>December 2018 –The project team have been informed that the transfer of land is nearing completion. The risk is reducing.</p> <p>January 2019 – The land transfer has still not been completed and an indication whether the risk can be eliminated is being sought.</p>		
<p>Programme delay due to WYCA PMO Assurance process - 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 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</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>(A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p>			
<p>Great Crested Newts (GCN) are present on the south west side of the A1237 at Monks Cross. This affects two segments of the proposed works. A GCN relocation licence was granted by Natural England in October 2018. However the landowner did not grant access to enable the provision of a hibernaculum on their land. This feature will have to be provided elsewhere and whilst negotiations with another landowner are favourable, this will require a change to the licence. Whilst this change has been notified to Natural England, the consequence is that the trapping of newts is delayed until spring 2019. This means that no work can take place on the two segments affected until the newts have been cleared.</p> <p>Dec 2018 - The work of the</p>	<ol style="list-style-type: none"> 1. The change to the Natural England licence has been resubmitted to gain a revised permission in early 2019. 2. The Ecology consultant has been instructed to implement trapping at the earliest juncture. 3. The design of the junction upgrade is being considered for minor alterations to reduce the impact. 4. The contractor's programme will be adjusted to accommodate this risk. 5. As a key risk, this matter is being given a weekly level of scrutiny. 	<p>19</p>	<p>14</p>

<p>ecologist is being carefully managed. A revised application should be submitted to English Nature in late Dec 2018. This does not reduce the risk but ensures that the admin arrangements are in place. The GCN are only present in two segments of the proposed junction upgrade and there is scope to work around this in the early stages of the project.</p>			
<p>Purchase and access to land at Monks Cross - There are five areas of land to purchase at Monks Cross to accommodate the junction upgrade. Two landowners have entered into discussions with CYC's agents and discussions are positive. However the other three landowners are proving difficult to get hold of. One is a bank, one is a trust and the final one is a business which is not active.</p>	<p>DVS, land agents acting on behalf of CYC have been instructed to go ahead with all speed to purchase the necessary land. This is reviewed weekly.</p> <p>CYC could enter into an early entry agreement with the landowners and pay some of the cost of the land in advance.</p> <p>Some progress is being made but there is a risk that access to land cannot be guaranteed in January 2019. This will delay commencement of Phase 2 Monks Cross junction upgrade and in turn impact on the opening of the Community Stadium.</p> <p>Dec 2018 - A better effort has been made at contacting landowners in the period. Negotiations have progressed and it is hoped that some Early Entry Agreements can be completed in January</p>	<p>20</p>	<p>19</p>

	2019.		
Reports to	Project reports into the Transport board; Project Board and Lead Member Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	LTP4, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p> <p>Executive December 2018 A1237 Outer Ring Road – Dualling Update https://democracy.york.gov.uk/documents/s128823/Exec%20report%20-%20YORR%20Dualling%20-%2020-12-18%20Final.pdf</p>		

Project title	Housing Development Programme (HCA Partnership)
Reporting period	January 2019
Description	
Programme of council-led housing delivery in partnership with the HCA.	
Current status	
AMBER	
<u>Lowfield</u>	
<p>The process for procuring a building contractor to develop the housing and associated infrastructure at Lowfield is continuing. The second stage has been completed. This was a sifting process narrowing down the interested building contractors to 4. A contractor briefing session took place on 18th December. Since then the tender documents have been finalised and issued under the Homes England DPP3 framework. Tender returns are due back at the end of March.</p> <p>Enabling works have started at the site. Giant Hogweed which is an invasive plant species has been removed by specialist consultants. The next stage of works including the site strip, the lifting and crushing of old school foundations, and levelling works will commence in February. A final stage of enabling works including new access roads will take place in April and May.</p>	
<u>Askham Bar and Burnholme</u>	
<p>Documents are being produced in respect of the procurement of an architect and multi-disciplinary design team to take forward the sites at Askham Bar and Burnholme. The procurement process will be an OJEU compliant competition. The procurement documents have been released and design team will be in place in Spring 2019 to start progressing these sites.</p>	
<u>Self and Community Build</u>	
<p>A job advert has been released for a Community and Self Build Officer to help the council meets its aspirations of encouraging and facilitating this as an alternative route into home ownership. This role will support the sales and construction process of the self and community build land at Lowfield, bring forward land development opportunities on other council owned sites, and support the Local Plan team in developing any supplementary planning guidance around securing self build opportunities on strategic housing site allocations. Interviews will take place for this role on 24th January.</p>	

Future outlook

Lowfield

Enabling works will continue at Lowfield such that the main building contractor will have a clean site ready for house building to commence quickly once the contract has been signed.

Procurement of a sales agent will commence. This process is being supported by the council's procurement team. It is anticipated that a sales agent will be under contract in April to enable marketing and sales preparation work to commence ready for a sales launch in the summer.

Procurement of a legal conveyancing service will commencement to ensure a streamlined and effective process is in place once sales start to commence in the summer.

Duncombe Barracks, Askham Bar and Burnholme

Site survey work will be undertaken. This will help support the early design process once a multi-disciplinary design team has been procured.

Key risks

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

housing development projects	<p>construction costs</p> <ul style="list-style-type: none"> Continued re-appraisal of scheme to help bring costs down where required Cost control as part of project management on site 		
A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project	<p>Long term housing trends have shown a significant rising market. Close liaison with local estate agents to understand the York market and likely asking prices for houses on proposed developments. York has a strong housing market.</p> <ul style="list-style-type: none"> Continued monitoring of housing market Options to amend projects to reduce costs and therefore maintain the required financial margin Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties 	19	14
Reports to	<p>Project team consisting of officers at the council who will advise on specialisms such as legal, housing, finance, and procurement. This project team feeds into the Housing Delivery Programme Board, which consists of senior officers and managers. The board guides decisions shaping the programme, setting objectives, scope, and timelines for projects. The board reports into the HCA as part of the partnership arrangement as well as One Public Estate. When milestones are met the programme will report into 'Capital and Asset Board' and 'Health, Housing and Adult Social Care' and 'Employment and Place' Management Teams for co-ordination and</p>		

	major project issues. Decisions taken by the Council Management Team followed by Executive.
Exec member	Cllr. Helen Douglas
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=931</p> <p>July 2018 Executive Meeting http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</p> <p>October 2018 Executive Meeting Duncombe Barracks, Burton Stone Lane http://democracy.york.gov.uk/documents/s126458/Duncombe%20Barracks.pdf</p>

Project title	Specialist Therapeutic Short Breaks
Reporting period	January 2019
Description	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. b. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region. <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> – Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally. – Make York Home for more disabled children and young people by reducing out of Area placements. – Develop and invest in service provision in order to generate future savings and income generating potential. – Deliver better outcomes for disabled children and young people including those with the most complex needs. <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
Current status	
GREEN	
Planning	

- All planning applications (Centre of Excellence, Playing Fields, and Sub Station) have been successful and all conditions agreed.
- Planning application for Sub station agreed at the planning committee on 10th January 2019.

Procurement

- Identified contractor is working with Design Team, as part of pre contract service agreement to develop a guaranteed Maximum Price that can be agreed.
- Initial costs will be presented at the end of January and a process of costs analysis and value engineering is planned.
- Buildability issues and financial efficiencies will be identified through the VE process.
- Novation fees and implications have been discussed.

Design

- RIBA stage 4 design has been completed.
- Engagement and consultation continues to take place with parents / carers, front line staff and partner agencies.
- Brief has been developed for playing field development, once agreed a specification and cost will be produced by agreed contractor.

Communication

- On line monthly updates have been circulated to all stakeholders.
- Design planning group continues to adopt a co-production approach of involving front line staff and parents.
- Communication team with CYC, School and Contractor representation has been set up to manage the future communication strategy.

Finance

- Cost information is planned for end of January.

Legal

- Capital Grant Agreement is being completed with CYC legal team in order to confirm and draw down NHSE capital grant.
- Deed of Variation is being completed to incorporate changes to PFI agreement in relation to the playing fields.

Governance

- Project Board PID, TOR and membership has been reviewed.
- Update of progress will be provided through Capital Monitor report.

Future outlook

- Cost information and value engineering process
- Review dependencies with Lincoln Court and likely cost and programme implications
- First draft of Deed of Variation circulated to School, PFI funders and DfE
- Agree Capital Grant Agreement
- Agree Novation fees and any changes to contracts
- Develop communication strategy further
- Continue proactive engagement with key stakeholders and local community
- Update risk plan

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Budget Overspend - Costs increase and exceed allocated budget	<ul style="list-style-type: none"> • Finance reporting at every Project Board • Identified finance lead • Effective management of contingency 	20	21
Planning application delayed or refused	<ul style="list-style-type: none"> • pre application • work with planning officer to address issues <p>Mitigating Action</p> <ul style="list-style-type: none"> • proactive engagement with local community • proactive engagement with planning officer / department • Anticipated issues addressed as part of feasibility 	23	23
Section 77 application to DfE to build on playing fields delayed or refused	<ul style="list-style-type: none"> • Early initiation • Involvement of CYC lead • Conversation with DfE lead • Compensation and mitigation in place <p>Mitigating Action</p> <ul style="list-style-type: none"> • Proactively identify and address application barriers and issues 	23	18

Parents are not happy with the process and or the proposed changes to provision	<ul style="list-style-type: none"> • Co production approach • Resource committed to managing co production and engagement plan <p>Mitigating Action</p> <ul style="list-style-type: none"> • Co production approach to planning and development • Communication and engagement plans in place for parents 	20	19
Playing fields compensation can not be delivered at back of school	<ul style="list-style-type: none"> • Contract landscape architect to scope out the works, issues and risks. 	23	23
Reports to	<ul style="list-style-type: none"> • The project is accountable to a Project Board chaired by Amanda Hatton - Director CEC. • The project Board contains representation from Children's Social Care, Health, Education, Adult Services and Finance. • The project Board is accountable to CEC DMT chaired by Amanda Hatton, Director of Children, Education and Communities. • The project Sponsor is Amanda Hatton. 		
Exec member	Cllr Keith Myers		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf</p> <p>Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York.pdf</p> <p>Executive April 2018 - Revised Recommendation in Relation to the Capital Budget http://democracy.york.gov.uk/documents/s122950/Centre%20of%20Excellence%20for%20Disabled%20Children%20and%20their%20Families%20in%20York.pdf</p>		

Project title	Provision of School Places
Reporting period	January 2019
Description	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
Current status	
AMBER	
<u>Capacity</u>	
<ul style="list-style-type: none"> • Work on the capacity of the school estate is now complete after a comprehensive review of all school buildings and teaching spaces in the past 18 months that included site visits to ascertain the capacity of each school's estate. There have been significant amendments to LA held capacity information as a result of this exercise, which has created opportunities for increasing the number of school places in some schools through identifying all potentially available teaching spaces, or those that could be recommissioned from alternative uses. • This process will next be reviewed in late 2019 to continue to provide an accurate baseline for capacity moving forward. • Producing and signing off 'Net Capacity' calculations with schools will be undertaken in early 2019. This data will continue to be used for the 'SCAP' process with central government, where it will be used for future funding calculations. 	
<u>Communication</u>	
<ul style="list-style-type: none"> • The formation of draft admission policies and numbers for the 2020/21 school year has now been completed and a public consultation took 	

place between 08 October and 07 December 2018, including several revised admission numbers. The determination of these arrangements will follow in late January 2019 by the Executive Member for Children and Young People.

- Ongoing communication with local schools and academy trusts in the city re: future forecasts which are published for each primary and secondary planning area. Schools continue to approach the LA where they wish to propose their own schemes for expansion and a result of new forecast information showing increased or more immediate need.
- Schools and academy trusts continue to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs) which are next due for update in mid 2019. The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and they include;
 - i. data on the expected number of additional dwellings and pupil yield;
 - 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. There will be significant work to maintain alignment between Forecasts and Action Plans as the datasets evolve, and throughout the emerging Local Plan period.
- We continue to offer schools and academy trusts the opportunity to discuss trends and findings in forums such as clusters or multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more continue to be planned to take place throughout this school year.
- Continued communication with residents, elected members and with others partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites continues as do those with those officers overseeing the draft Local Plan and future infrastructure plan for the city.

Data Modelling

- Provisional submission of the annual SCAP process in July 2018, for central government review and formal sign off has still not been signed off by central government. Having only had minor feedback to date, we expect to formally sign off SCAP with no changes.

Forecasting

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

alongside colleagues in economic development and other major projects. Several data analyses and reports have been modelled that can be deployed where there is a need for an indepth analysis of pupil attendance and preference trends to aide discussions on the future planning of school places and admission arrangements.

Policy

- Policy aims to support priority areas with limited amount of Basic Need funding, though opportunities for additional funding streams need to be investigated for each project to maximise use of limited Basic Need funding. Future spending needs to include supporting the growth in the numbers of pupils with additional needs - though this is outside the scope of this project, it is part of the parallel Inclusion Review.
- Delivery of a very small number of basic need funding schemes for the current and upcoming financial year is ongoing.
- Annual refresh of admissions and school places policies have been undertaken in late 2018, with partners including other admission authorities. These changes have led to a more robust set of policies and extended provision for previously looked after children in line with central government guidance and best practice. These are due to be confirmed post consultation in early 2019.
- Development of a detailed policy approach has been shared with senior officers and members in late 2018.

Future outlook

The main focus of this period:

Capacity

- Signing off capacity figures with individual schools leading to a better baseline of total city-wide buildings capacity into 2019. Increased capacity figures in some planning areas have reduced the net number of places required substantially.
- Final formal sign off of the 2018 SCAP return is overdue, though this is dependent on work of the Department for Education.

Communication

- Continued engagement with local schools and academy trusts to gather their views and identify any potential plans about how they could assist in providing for future need, following the publishing of Planning Area Action Plans (PAAPs) on yorkeducation.co.uk for 17 primary and 4 secondary planning areas across the city, as well as city wide headlines at primary and secondary level.

- Further engagement with elected members following briefings in late 2018, building on reports to Scrutiny and Portfolio Holders in 2018.
- Identify related projects that may arise as a result of this project's findings - particularly those at secondary level. Some initial projects have already been identified and these proposals are included in the PAAPs. Annual live admission data forthcoming in March and April 2019 will aid this significantly.

Forecasting

- Continue working toward the 2019 data model, including confirming planning areas with DfE, and refining forecasting methodology.

Policy

- Seek continued support to update and seek authorisation regarding project approach, scope and processes - to focus on the business changes as well as the business as usual processes identified initially.
- Continue work on annual admission arrangements and support other admission authorities by determination deadline of 28 February 2019.
- Publishing of refined SPD approach re: Housing Developer Contributions (HDCs) for current and future developers is in review with colleagues in Planning to ensure compliance with wider CYC policy and agreements re: Local Plan.

Project Plan

- Further develop, communicate and agree the project plan.
- Recruitment of project officer has now taken place with planning for the later stages of the project into an implementation period.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Cost per place too high - The project delivers a sufficient number of places but with a cost per place that is too high – stretching the ability of funding to meet all needs. New places created are of a high per pupil cost.	Project to work first to increase existing schools capacity at lowest cost over new school provision - utilising existing infrastructure rather than new schools at high revenue cost and high entry costs e.g. land, overheads.	19	13
Places provided too	Engagement with stakeholders	19	13

<p>early for schools -The project delivers a sufficient number of new places before these places are required by residents, leading to under subscription of other schools.</p>	<p>(schools, MATs, DfE, developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA manages supply to minimise significant under subscription at existing schools.</p> <p>Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need</p>		
<p>Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites.</p>	<p>Plan to engage with MATs at an early stage in the project through the York Schools and Academies Board (YSAB), providing MATs with data and potential solutions.</p>	19	12
<p>Lack of financial resources - Housing developer contributions (HDCs from S106/CIL), direct CYC funding planned for and Basic Need (BN) capital funding for government is insufficient (when taken together) for the total costs.</p>	<p>Plan for the estimated costs of educational infrastructure early as part of the Local Plan process - identifying indicative costs and recognising that HDCs and BN will not meet total funding requirement.</p>	19	13
<p>Data quality is low, inputs are delayed, or assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts</p>	<p>Quality assuring methodology with DfE through SCAP process, and internally delivering this work through Business Intelligence</p>	18	12
<p>Reports to</p>	<p>Executive, Economic Development and Transport Policy and Scrutiny Committee, Project Board, EZ Programme Board</p>		

Exec member	Cllr Keith Myers
Director responsible	Amanda Hatton - Director of Children, Education and Communities
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	January 2019
Description	
<p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
Current status	
AMBER	
<p>AWRP has been operational since the beginning of March. NYCC and CYC finance are closely monitoring performance (financial and non-financial) and are working closely with Amey and YorWaste to ensure that any issues are identified and measures are put in place to ensure that the facility is operating at its optimal level.</p> <p>Work is progressing on strengthening joint arrangements between NYCC and CYC. This is likely to involve joint structures. The final details are now being worked through by CYC, NYCC and respective Legal teams and are expected to be completed by April 2019.</p>	
Future outlook	
<p>JWMA continues with NYCC.</p> <p>The facility is nearing the end of its first year of operation and there will be close attention to the performance of the facility in the next period.</p>	

Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	<p>The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>	19	14
Residents don't see the benefits of the Waste strategy.	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14
Changes in government and/or government policies /legislation	<p>Change processes in the schedule and contract, external legal advisers in place, quarterly review of waste law list by external technical advisers.</p> <p>Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.</p>	22	13
Reports to	North Yorkshire County Council manage the project. The project reports into a Joint Project Board with representatives from Amey Cespa, the investors, NYCC and CYC.		

Exec member	Cllr Andrew Waller
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Economy & Place Scrutiny Committee October 2017 http://democracy.york.gov.uk/documents/s117446/Allerton%20Park%20PP%20Presentation.pdf</p> <p>Economy & Place Scrutiny Committee March 2018 http://democracy.york.gov.uk/documents/s121801/AWRP%20project%20update%2026-2-2018.pdf</p> <p>Executive April 2018 Allerton Waste Recovery Park http://democracy.york.gov.uk/documents/s122959/AWRP%20project%20update%2013042018%20final.pdf</p>

Project title	Library Procurement Project		
Reporting period	January 2019		
Description			
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries & Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>			
Current status			
GREEN			
<p>On completion of the tender evaluation it has become evident that CYC are not able to accept any tendered bids in their current form, without further discussion.</p> <p>Therefore, CYC have extended the procurement process to allow use of the competitive negotiation process with the remaining bidders to seek clarifications and changes to the bids so they become acceptable.</p> <p>Officers have had several dialogue meetings with each bidder during this period</p>			
Future outlook			
<p>The next period will see a revised programme of activity including an additional two week tender stage and a two week final evaluation process. The project timetable had been updated to reflect the processes involved and to confirm that the project is still on track with the process award of contract date set for 1 March 2019.</p>			
Key risks			
Risk (brief description /consequence)	Contol/action	Gross	Net

Reports to	<ul style="list-style-type: none"> - Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making. - The project will be managed day to day at a service level, with a project manager and a working group to support technical input from across the organisation as required. - Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making. 		
Exec member	Cllr Nigel Ayre		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p> <p>Scrutiny Report, May 2018 Library Service: Comprehensive Statement of Need http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments</p> <p>Explore York Libraries & Archives http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf</p> <p>Executive June 2018 – Procurement of Operator http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf</p>		

Project title	Housing ICT Programme	
Reporting period	January 2019	
Description		
<p>The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Repairs Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.</p>		
Current status		
GREEN		
Summary:		
<p>The tender evaluation phase is now well underway. All bids have been scored and we now have an assumed top three bids that we are progressing with. These are the three suppliers that have the least mandatory requirement compliance issues.</p> <p>Reference site visits are underway and planning for demos is also now underway. Due to supplier availability, the original dates for system demos have not been possible to arrange and these are now planned to be in early January.</p> <p>All initial scores from the first round of evaluation are due to be provided by the 7th December and forward planning for the eventual Exec Committee sign-off of the solution contract is on track.</p> <p>Service design workshops are now complete and a full business change readiness assessment and to-be journey will now be pulled together to support implementation planning.</p> <p>All programme assumptions and dependencies have been validated by the programme team and added to the Programme RAID and ongoing account management with Northgate continues.</p>		
PROGRESS DURING REPORTING PERIOD		
General:		
Status:	Amber	Some issues being encountered which the Board need to be aware of.

The programme status has changed to **Amber** this month. There are no significant issues to report but risks around supplier availability and internal programme resources has led to a delay to the overall timeline for completing the evaluation phase that Board need to be aware of.

The evaluation phase is now well underway. All bids were issued to the pool of internal evaluators and all desktop scores were submitted. An initial moderation was held to look at the scores so far and bids that had 'non-compliant' responses to the mandatory requirements.

From the initial moderation, the suppliers have been shortlisted to the three that have the least mandatory requirement compliance issues and reference site visits are underway for these three suppliers (A, C1 & C2). The assumption is we will only focus on these three suppliers in terms of going forward with the process now and only these three will be invited for demo's.

Due to supplier availability, the original planned dates for system demonstrations (10-14 December) have not been possible to arrange, these are now planned to be in early January (subject to Board decision around SMEs and dates).

All initial scores from the first round of evaluation are due to be provided by the 7th December to validate the assumption of the current top 3 and see who is initially winning the tender.

In terms of the forward plan for signing off the decision to award a contract to a supplier at Exec Committee level, an Executive Briefing Note has now presented to the Housing Services Senior Management Team (SMT), the HHASC Directorate Management Team (DMT) and the Council Management Team (CMT). This paper (on the agenda) summarises the background to the programme, current progress and future direction, covers risks and impacts and notes that Exec Committee sign off is needed if the chosen solution is above £500k. The paper on the agenda also updates Board on the questions and feedback received so far from all of those presentations. Going forward there will be a 1-2-1 session with Cllr Brooks and Michael Melvin ahead of Exec Committee signing off the contract award.

Service design workshops to design the future 'to-be' journey, identify data requirements and where the new technology solution can enable better processes for Housing Services are now complete and a full business change readiness assessment will now be pulled together to support implementation planning. An action plan will be pulled together with Heads of Service to address the key business change and culture barriers

currently facing the programme. The To-Be journey from a process, data and technology perspective will also now be finalised to be able to hand over to the chosen supplier at the end of January to support implementation planning.

All programme assumptions and dependencies have been validated by the programme team and added to the Programme RAID.

Ongoing account management with Northgate continues. No further feedback received and the SX3 split work continues with no current issues.

Business Change

Status	Green	On track and/or no major issues being encountered
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- 'To be' process reengineering workshops were finalised mid November the outcomes from these are now being mapped
- Feedback from the workshops is planned for early February with SMEs, Operational and Senior Managers across Housing, Building Services and Finance.
- Workshops continued to identify themes and data requirements for the 'target operating model'.
- Work has continued on production of a Business Readiness Report and Action Plan. Meetings with Heads of Service will take place this month in order to discuss findings and their aspirations for service delivery in the future.
- Attendance at HSMT was informative and highlighted potential changes to service delivery within the Business, within the areas of Housing Services.
- Monthly meetings with Kelly Conn – Service Improvement Team Leader, Housing and Fiona Brown – Change Manager, Building Services continue to facilitate updates on changes, where quick wins could be had which will benefit the Business now and the Programme long term.

ICT

Status	Green	On track and/or no major issues being encountered
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- SX3 Split project initiation meeting and initial consultancy taking place on 10th December, Matt Burrows Northgate Project Manager will be on site from 2pm.

- Current SX3 contract is with NPS and CYC Legal teams. SX3 Split may require a new contract, or multiple contracts for Housing and Revenues & Benefits systems. Northgate have yet to advise as to their preferred approach.
- ICT resources for the evaluation of Tenders, site visits and demonstrations have been arranged.
- Technical Assurance Group meetings continue last held on 6th December to review the progress of the evaluation and moderation process and the SX3 Split project initiation.
- Research into requests from Building Services for improvements to current system functionality continues:
 - Timesheets on Total Mobile; Business Analyst resource supplied by ICT to define the requirement and to document proposed approach.
 - Auto-financially complete jobs; quote received from Civica to patch Servitor to provide this functionality.
 - Use of Servitor Planned Maintenance Module for facilities cyclical jobs; service area to trial this on test instance and advise ICT/System Support of configuration changes required to Servitor to facilitate use by Facilities Team.

BI Hub

Status	Green	On track and/or no major issues being encountered
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- Support to project at technical assurance group.
- Evaluation of ITT across Business Intelligence from a Data / GIS / Architecture perspective to have a single response.
- Involvement in Moderation sessions.
- Involvement in Site visits.
- Further internal discussions held about Server / “Data warehouse” to be used by project, as step pre-migration.
- Further data support given around Housing Jigsaw, RTB and Arbitas, in terms of actions that could be completed to simplify migration.
- Recruitment of individual to assist with DQ (interviews 10th December).

Future Outlook

General

- Completing reference site visits for the top three shortlisted bidders.
- Arranging and starting all final system demonstrations.

- Programme audit feedback received.
- Continuing forward planning for contract award.

Business Change

- Undertake evaluation of tenders, site visits and system demonstrations.
- Finalise Business Readiness Assessment Report with a proposed action plan for early 2019
- Continue to attend Service and Operational Manager Meetings.
- Plan in feedback sessions for ‘to be’ high level re engineered processes for early 2019.
- Support SMEs through the evaluation of tenders process
- Continue work on systems analysis, identifying any potential quick wins for the business liaising with representatives from Housing and Building Services.
- Continue to investigate pockets of data identified outside of main systems and assess their value for migration etc.
- Continue to review system architecture linking to identified pockets of data, data issues etc working closely with colleagues from the IT work stream.

ICT

- Undertake evaluation of tenders, site visits and system demonstrations.
- SX3 Split project to progress with completion of initial split on test server.
- Continued research and progression of requests from Building Services for improvements to current system functionality.

BI Hub

- Full specification, technical and business rules, of Server / “Data warehouse” to be used by project, as step pre-migration.
- Supervision of DQ individual.
- Feedback of site visits learning to overall project (not system based).

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
There is a risk that we change some of the systems that affect other	The assumption on the programme is that we will not remove or reduce the current	18	18

<p>directorates or service areas (for example, Servitor feeds into Highways). This is because we don't understand what other service areas use the current systems for.</p>	<p>data or functionality in other service areas that are out of scope. Systems that are being retained (for example NPS for Revs and Bens and Servitor for Highways) will continue to use them and we will replicate an interface or integration into the new system/solution. During implementation we will map what the replacement system will impact on as we configure it.</p>		
<p>There is a risk that the business fails to adopt new ways of working because morale or wellbeing of staff in CYC drops due to negative perception of the programme or poor perception of how we have previously delivered change.</p>	<ul style="list-style-type: none"> • Post implementation support team • Clear expectations set with managers/service areas to adopt new ways of working <p>Ensuring Operational Managers are fully on board with proposed changes to working practices and procedures. Update of policies and procedures as necessary making sure these are clearly, effectively and in a timely manner shared with Staff giving training as and where appropriate.</p>	19	19
<p>Approved budget insufficient and/or funding reduced/ removed</p>	<ul style="list-style-type: none"> - Funding approved in business case and set aside based on initial market research / indicative costing. - Submission of revised business case for additional funding at a senior level. - Retain high profile of project at senior level and clearly make clear ongoing revenue and reputational risks of failure to deliver. 	19	19
<p>Resistance to change - Inability and/or unwillingness to adopt</p>	<ul style="list-style-type: none"> - Stakeholder engagement and communication plan and comprehensive and regular 	20	20

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

	workstream.		
New System - Inability of new system to integrate and/or interface with other corporate and/or external systems.	<ul style="list-style-type: none"> - SMART requirements. Comprehensive detailed ITT. - Clearly defined contractual agreement, expectations, requirements and selection criteria. - Technical Assurance Group. - Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. - Lead person with an understanding of the needs of the service areas. 	20	20
Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.	<ul style="list-style-type: none"> - Data cleansing. - Detailed data migration strategy. - Appropriate specialist involvement. - Lead person with an understanding of the needs of the service areas. - Sign off for a Data Cleansing resource <p>*BI to update controls*</p>	23	23
Reports to	A Project board has been set up which reports into the HHASC Directorate Management team.		
Exec member	Cllr. Helen Douglas		
Director responsible	Michael Melvin – Interim Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2017: Procurement of ICT Managed Services</p> <p>https://democracy.york.gov.uk/documents/s119247/Procurement%20of%20ICT%20Managed%20Services.pdf</p>		

