

Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Older Person's Accommodation Phase 2(ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Green	Green	Same
Community Stadium	Green	Green	Same
Adult Social care – Future Focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing Delivery Programme (HCA partnership)	Amber	Amber	Same
Centre of Excellence	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Housing ICT Programme	Green	Green	Same
Smart Travel Evolution Programme (STEP)	Amber	Amber	Same
Procurement of ICT Managed Services/Strategic Delivery Partner	Green	Green	Same
Flood Risk	Green	Green	Same
City Centre Access Project	Amber	Amber	Same
Parking Review	Green	Green	Same
Sufficiency Strategy	Green	Green	Same
Inclusion Review	Green	Green	Same
Be independent		Green	New

Detailed Updates

Project title	Older Persons' Accommodation Programme Phase 2
Reporting period	May 2019
Description <p>To provide, and ensure the provision of, a range of accommodation to address the housing (and care) needs of the city's older residents. The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 population. This will:</p> <ul style="list-style-type: none"> • Deliver a 10 unit extension and refurbishment of Lincoln Court Independent living scheme • Build a 29 unit extension to the Extra Care scheme at Marjorie Waite Court, plus provide 4 bungalows on the site • Carry out community and stakeholder engagement to establish the demand for specialist older person's housing and the issues facility residents of the city in relation to age related housing. • Complete procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and • Encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. • Complete the transfer of Haxby Hall care home to a care provider who will extend and enhance the provision on site. • Review the Council's Independent Living stock to ensure it meets the needs of existing and new tenants and to seek opportunities to increase its capacity. 	
Current status <p>GREEN</p> <p>Glen Lodge Extra Care Scheme</p> <ol style="list-style-type: none"> 1. Officers are carrying out a systems 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. 2. Redecoration work has been completed and new communal furniture has been ordered. <p>Burnholme Health & Well being Campus</p> <ol style="list-style-type: none"> 1. The contract and lease documents have been completed and signed for 	

the development of the care home at the Burnholme site. Development is due to start on site on 13th May.

2. Site access was granted to install a temporary services supply for the work.
3. A May residents newsletters have been drafted giving an update on all of the different work streams being carried out on site and will be distributed w/c 7 May.
4. The Sports centre redevelopment works are progressing well. The sports hall and pitches continue to be in operation. Good collaborative working between the pitch contractor and the sports centre contractor.
5. A drainage and nature pond has been created on site, fencing and paths are being procured following consultation with Applefields School.
6. JRHT have appointed a contractor to carry out the cycle track improvement works between the Burnholme site and Derwenthorpe.

Oakhaven Extra Care Facility

1. An alternative route to deliver specialist older person's accommodation on this site is being sought.

Marjorie Waite Court Extra Care Scheme

1. Work is progressing well on site.
2. The Asbestos found in the old community centre building was removed prior to demolition.
3. The next phase of work for the OPAP project team will be finalising the brief for the interior design element of the project, to include works required to integrate both the original wing and new extension.
4. The community halls staff are working with a community partner to develop a business plan for operating the community hall once complete.
5. 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.
2. We have now appointed a planning agent to take the reprovision of the ambulance station scheme forward to planning.
3. A revised draft design for the Ambulance station on York Rd has been

developed and will be shared with the planning agent, planning consultees and Yorkshire Ambulance Service.

4. We now have provisional approval from the Yorkshire Housing to sell the site to CYC for the ambulance station, subject to planning approval.
5. Yorkcare are still keen to take the scheme forward and are hoping to complete the transfer in the Autumn.

Lincoln Court

1. Planning for the revised scheme was granted on 20th March. We have had confirmation that this scheme has not been called in by the secretary of state.
2. Final financial negotiations are underway looking at detailed cost items and value engineering. There are still some items that pose a financial risk. A detailed asbestos survey can not be undertaken until the tenants have all vacated the building. This will be included as a provisional sum in the contract.
3. Early works have been instructed so that site access and fencing can be carried out during the school half term in preparation for start on site on 3rd June.
4. Housing management colleagues have successfully supported most of the Lincoln Court tenants to move to alternative properties. All tenants have been allocated and accepted alternative properties and will be moved by 21st May.
5. Sewell Construction and their appointed design team have completed RIBA stage 4 designs for the scheme which are now being reviewed by the client team.

Lowfield Care Home

1. The procurement of a care home developer and operator will go live on the Yortender website w/c 6th May. All documents have been prepared. Appointment of a developer will be in Autumn, and a start on site in early 2020.

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.

3. Work is progressing well on site to construct a new care home on the former Fordlands care home site and is due for completion by December 2019.
4. A number of developers have approached CYC for planning or policy advice on the development of extra care and care home schemes across the city, there are currently 3 potential commercial extra care schemes.

Future outlook

- Procurement will begin for a developer and operator of an 80 bed care home on the Lowfield Green site.
- The Burnholme Care Home development will start on site.
- Pitch works will be carried out at the Burnholme site.
- Pond works on the Burnholme site will be completed.
- Works will be carried out on the cycle track between Burnholme and Derwenthorpe to enable this to be reopened.
- The contract documents for the Lincoln Court development will be completed and signed. All tenants will be moved from Lincoln Court.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
There is insufficient funding to deliver all of the elements of the project. <u>Consequences</u> The Programme does not progress.	- Sale of vacant OPH sites and land at Burnholme. <u>Actions</u> - Alternative sources of funding to be identified and secured in order to achieve full project.	19	1
Increase in interest rates would impact negatively on borrowing. <u>Consequences</u> Investment doesn't go ahead.	- Use of capital receipts rather than borrowing. <u>Actions</u> - Ensure impact is capped or controlled through the contracts.	19	8
Project does not deliver the right number and type of care places required by the City. <u>Consequences</u> Needs remain unmet.	- Regular market review. <u>Actions</u> - Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6
The cost of running an in house extra care model	- Business and financial management.	14	8

<p>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> <p><u>Consequences</u> Delay to change</p>	<ul style="list-style-type: none"> - Options to combine on site care and housing teams to bring efficiencies being considered. <p><u>Actions</u></p> <ul style="list-style-type: none"> - Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development. 		
<p>Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.</p> <p><u>Consequences</u> Reduction in the number of new units of care accommodation delivered and, as a consequence, the increased pressures on</p>	<ul style="list-style-type: none"> - Careful pre-planning consideration of likely objections and possible mitigations. - Pre-planning public engagement. - The use of skilled advisers. <p><u>Actions</u></p> <ul style="list-style-type: none"> - Use of skilled advisers. - Pre-planning engagement in order to hear and explain. 	20	19

the care system in York and upon the health and well-being of older citizens.			
<p>Delay to the transfer of Haxby Hall care home - A care home developer and provider have been procured to take on the operation of the care home from 1 March 2019. The transfer is subject to the developer having a site that would allow them to develop a new care home in a 2 phase approach. This is reliant on acquiring the ambulance station site. Work is on going to acquire the site, acquire a site to relocate the ambulance station, get planning, design and build an ambulance station. There are risks that:</p> <ul style="list-style-type: none"> • we are unable to acquire a relocation site. • we are unable to get planning for a relocated ambulance station • that the cost of relocating the ambulance station is prohibitive • Any of these will then delay or prevent the transfer of the site to the preferred bidder and CYC will have to continue to operate the care home. 	<p>- Regular updates to Director and executive member. Increased resources being put into the work. Preferred bidder working with CYC to progress the work.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> - A temporary scheme for CYC to run the care home for a further 6 months to 1 year is being considered. <p><u>Latest Update</u></p> <p>There are timetable risks in relation to the transfer of Haxby Hall care home. This project is reliant on gaining access to the site via the ambulance station site. There is significant work to do to facilitate the relocation. Work is ongoing to complete this.</p>	21	15

<u>Consequences</u> CYC will have to continue to operate the care home which is not fit for purpose and expensive. That budget savings are not made. Reputational damage.			
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman, Cllr Denise Craghill		
Director responsible	Corporate Director of Health, Housing and Adult Social Care: Sharon Houlden		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive October 2015 - Grove House and Oakhaven Older Persons' Homes http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive December 2016 - Older Persons' Accommodation Programme Update http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</p> <p>Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf</p> <p>Executive March 2017 - Oakhaven Extra Care Facility: the sale of land to facilitate the development http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf</p>		

	<p>Executive March 2017 - Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf</p> <p>Executive August 2017 - Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf</p> <p>Executive August 2017 - A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive September 2017 - Demonstrating Delivery of the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf</p> <p>Executive October 2017 - Disposal of Willow House, Walmgate, York http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf</p> <p>Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf</p> <p>Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home http://democracy.york.gov.uk/documents/s120959/Securing%20a%20Sustainable%20Future%20for%20Haxby%20Hall%20OPH.pdf</p> <p>Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018 - Update on Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s120609/Older%20Persons%20Accommodaiton%20Programme.pdf</p>
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	<p>Executive February 2018 – Disposal of Willow House http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4</p> <p>Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive April 2018 - Deciding the Future of Morrell House Older Persons Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf</p> <p>Executive September 2018 Demonstrating Delivery of the Older Persons' Accommodation Programme and Preparing for Further Action 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"</p> <p>Executive October 2018 – A Further Phase https://democracy.york.gov.uk/documents/s127171/Next%20Phase%20nov%202018%20onward%20nov%20exec%20V2.pdf</p>
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Project title	York Central
Reporting period	May 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>The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 infrastructure is being prepared and will be submitted in late June 2019.</p> <p>Following executive approval of the Heads of Terms for partnership agreement, Network Rail and Homes England are now formalising their developer partnering agreement.</p> <p>Procurement by CYC of infrastructure delivery partners is progressing with tender documents issued in February and 4 tender returns were received in April 2019.</p> <p>The WY+TF Full business case (having been conditionally approved by WYCA PAT), was approved by the Investment Committee in March. The HIF FBC is in 'clarification' stage with investment panel consideration May 2019.</p>	
Future outlook <ul style="list-style-type: none"> • Outline Planning Permission approved March 2019, referred to Secretary of State to consider ratification of the decision or review • Reserved Matters Planning Application to be prepared for submission June 2019 • HIF Bid Funding decision awaited • Tender returns received and being reviewed tender interviews to be 	

held this month			
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. Consequence Development does not come forward	1. Infrastructure scheme devised to match available budget 2. Review of funding programmes and opportunities to aid viability of scheme <u>Actions</u> 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. Consequence Changes to lease agreement required/unable to form an agreement.	1. Early 'positive' dialogue and maintained communication between the Millennium Green Trustees and Working Group. 2. Decision made by CYC Exec to proceed with a western access option (A2) - alignment that does not require MG land (other than reserved land). 3. Legal advisors review of position of Village Green application not being determined and Millennium Green lease. 4. Counsel opinion sought and provided on most suitable strategic way forward (MG/Charities Commission negotiation/CPO/alternative alignment). 5. All terms agreed with MG trustees prior to outline planning submission. All matters agreed and awaiting completion and entering into the final legal agreement.	24	22

	<u>Actions</u> Continued resourcing of the identified control measures.		
Inability to secure all/ some identified HIF infrastructure funding due to: a) Delivery timescales b) Business case assessment Consequence Scheme does not proceed. Delayed and/or disjointed development of the site. Increased costs attributed wider funding streams. Full benefits not realised. Extended timescales for site delivery	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. <u>Actions</u> Continued resourcing of the identified control measures.	22	22
No availability of land for bridge landing point. Consequence Failure to provide access road.	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. <u>Actions</u> Continued resourcing of the identified control measures.	22	17
Reports to	York Central project working group feed in to the York		

	project steering group which feeds Executive, Economic Development and Transport Policy and Scrutiny Committee.
Exec member	Cllr Keith Aspen and Cllr Andy D'Agorne
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 – York Central and Access Project http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 - Consultation on access options http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Third party acquisitions http://democracy.york.gov.uk/documents/s110392/York%20Central%20-%20Third%20Party%20Acquisition%20November%2016%20v7.pdf</p> <p>Executive July 2017: Project and Partnership Update http://democracy.york.gov.uk/documents/s115798/York%20Central%20Update.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%20Executive%20Masterplan%20and%20PA%20June%2018%20V7.pdf</p> <p>Executive July 2018 – Clifford's Tower Visitors Centre</p>

	<p>Update http://democracy.york.gov.uk/documents/s124737/Cliffords%20Tower%20Exec%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> <p>Executive August 2018 York Central Update – Western Access http://democracy.york.gov.uk/documents/s125516/York%20Central%20Update%20-%20Western%20Access%20V8.pdf</p> <p>Executive November 2018 – York Central Enterprise Zone investment Case https://democracy.york.gov.uk/documents/s127174/York%20Central%20Exec%20-%20EZ%20Nov%202018%20v8.pdf</p> <p>Executive January 2019 York Central Partnership Legal Agreement https://democracy.york.gov.uk/documents/s129230/York%20Central%20Exec%20-%20PA%20Jan%202019%20v%2011.pdf</p>
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Project title	Castle Gateway
Reporting period	May 2019
Description <p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status AMBER	
<u>Work Package 1</u> <p>St George's Field - Work is progressing on the final designs now that there is confirmation that the Yorkshire Water sewer diversion is viable. The planning application will be submitted at the end of June. Due to the sensitivity of the surrounding heritage environment Historic England are proposing that their national review panel considers the proposals to guide their formal response to the application. We have agreed to this approach subject to it taking place within the timescales for planning submission. However, we have yet to receive a date for this and have reiterated the time critical nature if it is to proceed.</p> <p>Castle Mills - the initial bridge designs have been presented to officers, and a meeting will take place in May with the Environment Agency to confirm that the height of the bridge is acceptable and accounts for flood risk. There are a number of final design decisions on the apartments that require advice from estate agents and this will be commissioned this month to ensure where possible costs are minimised and values maximised. It was decided that these decisions needed to be taken before a paper is taken to the Housing Delivery Board to discuss the opportunity for the affordable housing element of the scheme to be transferred to the Housing Revenue Account as new council housing. As such this was postponed from April's board and will be taken once there is sufficient</p>	

clarity for a decision to be taken. To ensure that informed decisions are taken to achieve best value the planning application may now be submitted after St George's Field, later in the summer.

Fishergate junction improvements - WSP have been commissioned to lead the West Yorkshire Transport Fund bid for the junction improvements and other highway interventions in the Castle Gateway and wider city and are now working on the proposal to re-purpose the council's outstanding funding headroom from historic projects which are no longer proceeding. Work is progressing on target and the aim is to submit an Outline Business Case to WYCA in June.

Piccadilly - street and highway improvements to Piccadilly have been brought forward from work package 4. This is because the first private developer-led schemes on Piccadilly are nearing the point where they want to implement highway works in front of their development plots. Rather than this work proceed without coordination and being developer-led we have agreed that the council will undertake the comprehensive design for the whole street, then each developer will implement the section for which they are responsible. The proposed designs have been shared with technical officers and developers and the final iterations will be shared for final comment in early May to allow sign off by the end of the month.

Public engagement - due to purdah public engagement has been on hold in April. This will now recommence in May and June to share the final designs for work package 1 in advance of planning submissions. There are still some issues to resolve on how the cycle routes work and a further event will take place on 9 May to consider this and allow co-design solution with cycle groups.

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 - A meeting was held with YMT to agree the principle of the transfer of land at the rear of the Castle Museum to the council to allow the space to be opened up as a public park. This agreement will now be formalised in time for the submission of the work package 1 planning applications in June.

Future outlook

St George's Field - Final design work and decisions on the technical details of the multi-storey car park will take place over the next month. This will allow public engagement events to take place in June in advance of submission of the planning application.

Castle Mills - formal estate agent advice will be commissioned to inform the final design decisions to ensure costs are minimised and values maximised. This will allow the plans to be agreed so that final detailed design can commence, with a target planning submission date of July. A meeting will be held with the Environment Agency to confirm the design parameters and allow the final bridge design to be agreed. Public engagement will take place in June to showcase the designs.

West Yorkshire Transport Fund bid - the outlined business case for funding for the Castle Gateway transport interventions will be finalised and submitted to WYCA in June.

Delivery strategy - a workshop will be held with Turner & Townsend (cost and commercial advice) to explore the delivery and funding options for work package 1 and devise soft market testing to explore those options. The intention is to take a paper to Executive in September with a proposed delivery strategy and to seek funding the required capital funding to deliver the first work package.

Public engagement - The My Castle Gateway project will recommence in May to showcase the final work package 1 designs before planning submission and to improve the pedestrian and cycle links across the area.

Events programme for Castle Car Park - funding was secured through the Leeds City Region Business Rates Pool for Mediale to curate a programme of events on Castle Car Park in summer/autumn 2019 to explore how the space can best be used for future events. An open call for submissions will close in May and will be assessed in early June.

Key risks

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

<p>political support</p> <p>Consequences</p> <ul style="list-style-type: none"> • Project abandoned • Reputational damage to the council • Abortive costs • Project benefits not realised • Judicial review(s) • Unattractive Castle Car Park remains • Council incomes at risk as Coppergate stagnates • However, Castle Car Park revenue remains • Frees up resource for alternative projects 	<ul style="list-style-type: none"> • Identified political champions • Clear articulation of scheme benefits • Clear and appropriate governance arrangements • Effective project management • Commitment to dedicated resources • Executive approvals for work packages 1 and 2 • Public transparency as to issues and challenges to the project • Cost control <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Next stage of the My Castle Gateway engagement about to commence • Continual updates through the My Castle Gateway social media accounts • Ongoing dialogue with all political party leaderships • Attendance at appropriate ward committees and public meetings • Short term and meanwhile uses to build public confidence in delivery <p><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> <p>Consequences</p> <ul style="list-style-type: none"> • Project abandoned • Additional finance required • Ambition and scope of the 	<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 	20	20

<p>masterplan reduced</p> <ul style="list-style-type: none"> • Benefits of the project are not achieved • Impact on other services of reduced revenue from car park and/or stagnating assets • Council tax increases to bridge funding gap • Impact on other projects of an increased capital commitment to Castle Gateway • The council chooses not to act as developer, resulting in the viability gap increasing 	<ul style="list-style-type: none"> • Masterplan broken down in to self-contained work packages • Seeking and applying for new regional and national funding streams 		
<p>Project partners fail to deliver, impacting on the masterplan</p> <p>Consequences</p> <ul style="list-style-type: none"> • Masterplan vision not realised • Failure to redevelop Castle Museum • YMT hand back Castle Museum or CYC have to fund repairs • Decline of tourism and economic 	<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 	15	14

benefits <ul style="list-style-type: none"> • Can't redevelop and realise value from the site at rear of the Coppergate Centre • No capital expenditure or investment in Coppergate Centre 	Pool funding secured for York Museums Trust to bring forward their design proposals <ul style="list-style-type: none"> • Ongoing negotiations with Steamrock over lease restructure 		
Planning consent for work package 1 is refused or delayed Consequences <ul style="list-style-type: none"> • Refusal of St George's Field multi-storey car park means Castle Car Park can't close • Refusal of Castle Mills means there is no financial return to fund the multi-storey car park • Masterplan vision can not be delivered • Masterplan is no longer viable • Public support/confidence is lost • Political/stakeholder confidence is lost • Project is abandoned 	<ul style="list-style-type: none"> • Significant public engagement through My Castle Gateway • Communication with Members • Engagement with statutory bodies • Pre-application advice • Respond to and mitigate concerns • Commit sufficient resources Mitigating Actions <ul style="list-style-type: none"> • Ongoing dialogue with statutory bodies • Public engagement through My Castle Gateway • Delayed planning application submission to respond to merging concerns and constraints 	19	18
The council's Local	<ul style="list-style-type: none"> • Engagement with the Local Plan 	14	14

<p>Plan is not adopted and/or there are issues with the sections and policies which relate to Castle Gateway</p> <p>Consequences</p> <ul style="list-style-type: none"> • Lack of control over private developer planning applications • Reduced ability to seek developer contributions to deliver masterplan aims • Area of Opportunity policy does not reflect approved masterplan, hindering delivery • Foss Basin apartments can not be delivered due to flood plain designation • Loss of commercial return from apartments means masterplan is unviable 	<p>team to prepare for the examination</p> <ul style="list-style-type: none"> • Seek external legal advice • Depth of public engagement through My Castle Gateway • Work with Environment Agency and flood risk colleagues to explore solutions to flood plain designation <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Engagement with the Local Plan team to prepare for the examination 		
<p>Reports to</p>	<p>The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of</p>		

	<p>these being the responsibility of the Castle Gateway Working Group. This working group was established in January 2017 and serves as the project board and meets on a monthly basis. It is chaired by the Director for Economy and Place, and the wider interests of the council are represented by the Assistant Directors for Regeneration and Asset Management; Planning and Sustainable Development; and Transport, Highways and the Environment. The group also has Heads of Service for legal, finance and property.</p> <p>The working group is the key interface point with wider stakeholders, with the project manager and Assistant Director for Regeneration and Asset Management chairing the Castle Gateway Advisory Group (which consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.</p> <p>The Castle Gateway project manager has defined expenditure levels under the Council's Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive are taken to the appropriate decision making route as set out by the council's governance and decision making framework. Dependent on the nature and scope of the issue this may be an officer decision, Executive Member decision, or require a full Executive decision.</p>
Exec member	Cllr Cllr Nigel Ayre
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny	<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%20Ga</p>

committee)	<p>teway.pdf</p> <p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</p> <p>Executive April 2018 - Castle Gateway Masterplan http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive October 2018 Proposed Temporary Uses of Part of Castle Car Park http://democracy.york.gov.uk/documents/s126509/Rose%20and%20Viking%20Hall.pdf</p>
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Project title	Local Plan
Reporting period	May 2019
Description <p>The 'Local Plan' is a citywide plan which sets the overall planning vision and the spatial land use strategy for the city. It provides a portfolio of both housing and employments sites for at least a 15 year period and will set the Green Belt boundaries for York. In addition it incorporates both policies and approaches to set the context for development management decisions. Effectively, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p>The Local Plan must be accompanied by an infrastructure delivery plan setting out the Council's approach to strategic infrastructure and its funding. All housing and employments sites included must be viable and deliverable this is directly linked to future approaches to planning gain i.e. CiL and S106.</p> <p>In response to both the Council resolution in autumn 2014, and the changed national and local context, officers have initiated or a series of work streams to inform the next stages of plan production. This relates to housing need, economic growth and the related need for employment land, and detailed site assessments.</p> <p>The production of the plan has to be in accordance with statute and national guidance. This includes a legal requirement to work with neighbouring authorities. It also means that the plan must be subject to Sustainability and Environmental Assessments. It will also ultimately be subject to an independent examination by a government inspector.</p>	
Current status AMBER <p>A report on Local Plan progress was taken to LPWG on 10th July and Executive on 13th July. The report sought to:</p> <ul style="list-style-type: none"> • provide an update to Members on the work undertaken on the MOD sites highlighted in previous reports to LPWG and Executive; • seek the views of Members on the methodology and studies carried out to inform the housing and employment that the City is tasked with accommodating; • seek the views of Members on the most appropriate way of 	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Future outlook

Following approval by Executive on 7th March 2019 modifications to the Plan were submitted to the Planning Inspectorate on 26th March 2019. These modifications included changes required as a result of updated Habitat Regulations Assessment following the completion of the Visitor Survey requested by Natural England along with updates to Objectively Assessed Need and the submission of the Green Belt Topic Paper Addendum.

The Programme Officer has confirmed receipt of the submission and it is currently with the Inspectors for their consideration. It is anticipated that the Inspectors will confirm shortly whether they will proceed to hearing sessions or whether additional consultation is required to ensure interested parties have had chance to consider the additional information.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
<p>Unable to steer, promote or restrict development across its administrative area</p> <p>Consequence Development exists without a framework in place to guide and without consistency</p>	<ul style="list-style-type: none"> - Local Plan with associated core documents and evidence base submitted for examination in public. <p>Actions</p> <ul style="list-style-type: none"> - Ongoing work in the LP team. LP team assessing weight of submitted policies in line with the NPPF to inform planning applications. 	19	18
<p>The plan isn't adopted in an appropriate timeframe potentially leading to damage to the council's image</p> <p>Consequence Damage to council's image and reputation</p>	<ul style="list-style-type: none"> - Approved LDS completed and Local Plan submitted for examination in public. <p>Actions</p> <ul style="list-style-type: none"> - Ongoing work in the LP team, including EiP. 	19	18
<p>Risks arising from failure to comply with the laws and regulations relating to Planning, the SA, the SEA and HRA processes.</p> <p>Consequence Lengthened Local Plan Examination process and potentially judicial review focussed on legality of process undertaken. Consequences in relation to steering development.</p>	<ul style="list-style-type: none"> - Procure appropriate legal and technical advice to evaluate risk as the plan progresses. <p>Actions</p> <ul style="list-style-type: none"> - Appropriate technical support in place and working alongside the Local plan team 	19	18
Financial risk associated	Develop Local Plan policies	19	18

with the Council's ability to utilise planning gain and deliver strategic infrastructure.	linked to planning gain, undertake viability and deliverability work and progress CIL. Actions Work ongoing in the Local Plan team.		
Failure to submit or adopt a Local Plan Consequence Intervention by Government in local plan making.	- Local Plan submitted for examination in public by PINs Actions - Local Plan submitted for examination and ongoing work of the Local Plan team, including EiP.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Keith Aspden, Cllr Andrew Waller and Cllr Nigel Ayre		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4 Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4 Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf</p> <p>Executive January 2017 Update on Local plan http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p>		

	<p>Executive July 2017 http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf</p> <p>Executive October 2017 Minerals and Waste Joint Plan - Submission http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf</p> <p>Executive May 2018 City of York Local Plan – Submission http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</p> <p>Executive September 2018 Supplementary Planning Documents to support the emerging York Local Plan http://democracy.york.gov.uk/documents/s126117/EXEC%20SPD%20report%20FINAL%20Sept%2018.pdf</p> <p>Executive March 2019 - Update https://democracy.york.gov.uk/documents/s130691/Final%20Exec%20Local%20Plan%20report%20Feb%202019.doc.pdf</p>
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Project title	The Guildhall
Reporting period	May 2019
Description <p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status GREEN Statutory Consents / Approvals <ul style="list-style-type: none"> • Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE • Planning and LBC approvals granted 16 Feb 17 • Executive approval for scheme delivery 16 Mar 2017 • Full Council approval of budget requirement 30 Mar 2017 • Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery. Project Progress <p>In response to the 8 May Executive approval a revised project programme was prepared for Project Board Approval on 15 June covering the re-design and re-tender process.</p> <p>Tender process has completed and a successful contractor has been selected. The project has now passed through the standstill period prior to advancing to contract award anticipated June 2019.</p>	
Future outlook. <ul style="list-style-type: none"> - Mobilisation anticipated during June 2019. 	

Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Insufficient funding to deliver the project - Capital costs and /or gap between cost of repaying borrowing and income from lease/rentals exceeds agreed limit	LGF funding application for 'gap funding' as soft load to secure delivery of LCR SEP objectives in partnership with CYC.	25	20
Capital costs increase/exceed budget - Costs of scheme exceed current budget estimate as scheme is developed in detail.	Project team approach - early contractor involvement - value engineering workshops	23	19
Insufficient revenue income to repay borrowing - Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.	<ul style="list-style-type: none"> • Soft market testing • Robust marketing - selection and assessment process • LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC 	23	19
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> • No offers at expected value • Failure to agree heads of terms 	<ul style="list-style-type: none"> • Soft market testing • Robust marketing - selection and assessment process, may require re-marketing 	23	18
Quality of Tender Documentation – Traditional contracting with bills of quantity relies on very detailed accurate drawing and specifications any deficiencies in the tender documents give rise to opportunity for the contractor to seek extra payment.	<ul style="list-style-type: none"> • Pre tender review of documentation Actions <ul style="list-style-type: none"> • 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 Nigel Ayre
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</p>

	<p>Executive May 2018: The Development of the Guildhall Complex http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</p> <p>Executive February 2019: Redevelopment Tender Evaluation & Project Business Plan Appraisal https://democracy.york.gov.uk/documents/s130231/Exec%20Guildhall%20May%202019%20Final%203.pdf</p>
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Project title	Community Stadium
Reporting period	May 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 now complete. • Commercial building changes have put the completion and opening of the cinema and restaurants back to December 2019. • Internal fit outs and structure are progressing. • Construction and the project are progressing, noting the 4 month delay now confirmed on the commercial site due to requested changes by L&G. • 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. • Build delay now confirmed on the stadium and leisure site with minimum 11 week delay currently being notified by the GLL consortium. This is subject to further review and scrutiny. BGCL note a potential further delay which as yet is unquantified. • Build will now miss the start of the football season and all partners have been informed of the current impact and new timeline. 	

Future outlook.

The next steps for the project are as follows:

- Seats all in by end of June 2019.
- Pitch construction to July 2019.
- Completion of the road and connections build by end of September 2019.
- Completion of the commercial build by end of September 2019.
- Confirmation of tenants for the commercial unit by September 2019.
- Lantern tenant now confirmed.
- Confirmation of sponsorship and naming by Summer 2019.
- Stadium and leisure site build completion now expected Autumn 2019.
- Commercial tenants fit out July 2019 to December 2019.
- Stadium, Leisure and Hub Tenant fit out expected Autumn 2019.
- Stadium and leisure Site open and operational Autumn 2019.
- Commercial site predicted opening December 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. <p><u>Actions</u> Ongoing review of clubs financial position and accounts.</p>	19	18
Commercial return on land receipt - Not realising estimated	<ol style="list-style-type: none"> a. Savills report supports figures as proposed b. Potential to increase the 	19	19

commercial return on commercial proposals to the full value expected.	<p>amount of retail in the final scheme</p> <p>c. Reduce the outputs of the project</p> <p><u>Actions</u></p> <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>		
Project exceeds existing financial parameters agreed under current March 2016 approvals.	<p>Additional capital investment from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.</p> <p><u>Actions</u></p> <p>Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters.</p>	19	19
Finalisation of the NHS design.	<p>Complete design to be received by 11 May 2018. This was received on 17 December 2018 and will likely impact on the build schedule.</p> <p><u>Actions</u></p> <p>Proceed on agreed plan in the lease with all changes at cost to the NHS. Limited mitigation, all changes are only with CYC agreement but impact and cost sit with the NHS.</p>	20	20
Failure to find tenants for the Lantern unit and commercial unit	<p>Tenant for the lantern is at agreement for lease and awaiting legal sign off. Commercial agents have been appointed for the commercial</p>	19	19

	unit. <u>Actions</u> Mitigation is to find tenants. Failure will leave the revenue model at risk.		
Failure to find a sponsor for the stadium naming rights	Ongoing discussions with a number of potential sponsors. <u>Actions</u> 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. <u>Actions</u> 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. <u>Latest Update</u> Operational risks remain that work on the safety certificate and ticketing system are now behind schedule, though progress is being made on these and additional resource has been supplied from GLL to address the programme agreed.	19	18
The commercial development has made a	Contract completion and handover are subject to	14	14

number of changes to the layout of the building for secured tenants. This has resulted in a 4 month delay to the handover and opening of the commercial site. This may impact completion of the stadium and leisure site due to works on roads and services.	penalties if late. Potential to accept delay if only minor and has no real impact on CYC or its partners. <u>Latest Update</u> The commercial development has made a number of changes to the build and fit out of the structure. This has meant a re-timed opening for the commercial element.		
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</p>		

	Community Stadium Project Update http://democracy.york.gov.uk/documents/s126189/Stadium%20Exec%20Report_27th%20Sept%2018_vF.pdf
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Project Title	ASC - Future Focus
Reporting period	May 2019
Description <p>Demand for Adult Social Care rises each year. People are living longer into old age requiring support, there are more people living longer with complex long term conditions and there are increasing numbers of young adults in transition to adult services with complex needs.</p> <p>This increased demand for services coincides with significant financial pressure arising from reduced Local Authority funding, legislative changes driven by the Care Act and an increased public expectation of Adult Social Care and rightly an expectation of high quality, personalised and flexible support for those who are eligible for care.</p> <p>The goal of health and care services is to help older, vulnerable or disabled adults who have ongoing support needs to live well and have a good life. A “good life” means living independently at home wherever possible, with opportunities to spend time with other people and to do things which are meaningful to that individual.</p> <p>Current ways of supporting adults do not consistently result in everyone achieving all of their goals and living well where they want to live. People and families are not always helped enough to look after themselves and each other. Services can be overly paternalistic and lack the choice and control that services users rightly demand.</p> <p>Social care is often a vital part of enabling people to live independent lives but it is far from being the only component to enable people to live fulfilled lives. We must be ready to have different conversations which take full account people’s assets, strengths, knowledge and skills to build and harness the contributions of people, their personal networks, social capital and their local communities. This will support greater wellbeing and independence.</p> <p>The nature and scale of these challenges requires a fundamental shift in how Adult Social Care is delivered to ensure financial sustainability and to help those with social care needs, their families and carers have a better quality of life.</p> <p>There is an emerging consensus that community based models of social work based on Asset Based Conversations that will support a collaborative approach alongside communities, families and carers are the most effective</p>	

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

Current status

GREEN

Work completed this period as follows:

Progress the York Model:

Bids have been received from 2 organisations (IM23 and AVDC) to support CYC and Future Focus in the Evaluation, Valuation and Commercial route to market (if applicable) of The York Model. These will be evaluated against CYC procurement Quality and VFM and a partner appointed to progress this piece of work under the direction of the programme. Legal support has

been provided with non disclosure agreements, and Legal have sourced an external solicitors firm to work with us to understand our requirements and to protect the asset. Work with partners will commence during the next period (see below).

Continue with new structure:

A successful staff session was undertaken on the 3rd April outlining the final details for the amalgamation of the front-line teams. An agreed live date of the change has been set to coincide with the Mosaic changes: 12th May.

Continue roll-out of review processes

The programme has received approval to continue with the planned changes to schedule reviews based upon complexity and value of packages of care in keeping with Care Act guidance. A plan will be drawn up during the next period.

Review of interim staffing arrangements

A new Business case supporting short staffing to create capacity for front-line staff to engage with Strength based working and Talking Points was delivered to the Adult Management Team during this period. Having received general approval this will now continue to DMT and then through necessary processes to draw this resource down. This item is now closed.

Future outlook

Visit of the Chief Social Worker for England and Wales and DHSC commissioning lead

The 9th May will see Lyn Romeo and Patrick Joyce from the dept of Health and Social Care come and speak with staff and be presented with our work to connect Strength based practice and Outcomes based commissioning. We hope that the day will afford the opportunity for staff to talk about their experiences and allow us to describe how we have solved the conundrum of connecting these two intrinsic aspects of social work practice.

Amalgamation of Teams

The amalgamation of the teams and the required systems changes will be completed during the next period. Mosaic systems changes will be completed over the weekend 10th and 11th of May. The teams will be in place on the 12th May ready to start work under the new structures and processes.

Forms work in Mosaic

The new suite of forms to support strength based practice will begin to go into the live work flows during the next period. This suite of forms consists

of 15 documents, each with a relative importance to the process. These have been prioritised based on process value. The work is expected to go on throughout this period and complete in June 2019.

EPQA and Peer review

Detail of the Effective Practice Quality Assurance (EPQA) processes and peer review will be published and agreed during the next period. This will require the input of project team and Workforce development and the Principal Social Worker.

Progressing reviews

Having received approval to continue this work we will examine a plan to deliver on reviews dependant on their value and complexity in line with Care Act guidance.

Initial Commercialisation work

This will commence in the next period.

Deliver Data evaluation of Year 1

An evaluation report based on throughput and costs will be completed this month to show year one work in CLS. Additional planning will be undertaken to attach staff evaluation and resident input for the project closure evaluation report due in August.

LD team review

At the request of the Assistant Director, work will begin with LD team on reviewing readiness for an outcomes strength based review process (see scope).

Key risks

Risk (brief description/ consequence)	Control/Action	Gross	Net
Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated. Consequence Savings not realised despite change.	Objective external appraisal of Benefits / Savings. Actions Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.	14	8
The changes do not realise the required levels of	An extensive and tested Cost/Benefit Analysis to be	19	14

<p>financial benefits.</p> <p>Consequence Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.</p>		<p>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>		
<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>Consequence Reduction in delivered benefits against Business Case.</p>		<p>Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.</p>	15	1
Reports to	The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.			
Exec member	Cllr. Carol Runciman			
Director	Sharon Houlden: Corporate Director of Health, Housing			

responsible	and Adult Social Care
Dependencies	Market development, Comprehensive Information, Advice and Guidance for ASC
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017</p> <p>Future Focus Update Report</p> <p>http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</p> <p>Additional Adult Social care Support and Resources Executive May 2018</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>

Project title	Outer Ring Road (A1237)
Reporting period	May 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 <ul style="list-style-type: none"> • The public engagement process for Jcns 3 & 4 (Clifton Moor and Wigginton Road) were completed and a consultation report will now be drafted summarising the outcome. • Hedge coppicing took place at Jcn 7 Monks Cross. This was overseen by an ecologist as it was carried out late in the season. • Negotiations with landowners at Jcn 7 Monks Cross continued in order to enable the acquisition of land and undertake the Great Crested Newt mitigation measures. • Following on from 1 above, two areas of land on the north east side of the A1237 are still required in order to commence works. • As stated in 1 above agreement still needs to be reached with a landowner for provision of a Great Crested Newt (GCN) hibernaculum. • Whilst awaiting an announcement on the HIF bid for Jcn 3 Clifton Moor, engagement with the landowners has taken place. • A meeting took place with the landowners at Jcn 4 Wigginton Rd to discuss options. • Arrangements to undertake environmental surveys and site investigation of the proposed for junctions 3 and 4 were being finalised. 	
Future outlook <ul style="list-style-type: none"> • Monitor progress of Application for Certificate of Lawfulness at Jcn 3 Clifton Moor. • Continue with negotiations with landowners to acquire land at Jcn 7 Monks Cross. • Continue with negotiations with landowners at Jcn 7 Monks Cross in order to locate and provide hibernaculum for Greta Crested Newts. • Hold meetings with landowners at Jcn 3 Clifton Moor and Jcn 4 Wigginton Road. • Review Compulsory Purchase Order arrangements. 	

- Commence environmental and ecological surveys at Jcn 3 Clifton Moor and Jcn 4 Wigginton Road.

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>Consequences 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>Actions 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>Consequences Withdrawal of funding will mean the YORR Improvements will not be completed.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>Actions To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be</p>	14	13

<p>time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p> <p>Consequences</p> <p>Delays getting planning approval will impede the overall programme and places a risk of delivering the upgrades in a timely and efficient manner, possibly resulting in the withdrawal of funding in the most extreme case.</p>	<p>undertaken.</p> <p><u>Actions</u></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>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</p>	<ol style="list-style-type: none"> 1. The change to the Natural England licence has been resubmitted to gain a revised permission in early 2019. 2. The Ecology consultant has been instructed to implement trapping at the earliest juncture. 3. The design of the junction upgrade is being considered for minor alterations to reduce the impact. 4. The contractor's programme will be adjusted to accommodate this risk. 5. As a key risk, this matter is being given a weekly level of scrutiny. <p>Latest Update</p> <p>Negotiations were progressing in March 2019 to provide GCN Hibernaculum on land south</p>	20	19

<p>newts have been cleared.</p> <p>Dec 2018 - The work of the 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>Consequences Delay to commencement of civil engineering work on two segments of the junction improvement. Potential impact on the opening of the Monks Cross Community Stadium.</p>	<p>west of A1237 at Jcn 7 Monks Cross. A change in the landowner's approach has now meant that the land previously identified is no longer available. Other options are now being pursued.</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>Consequences</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>Latest Update Whilst there is no real progress to report the relationships remain good with the landowners. It is noted that the CYC Delivery Team have now developed a programme which would be compatible if acquisition could be secured i.e. 'entry' by June 2019.</p>	21	21

This could delay commencement of Phase 2 Monks Cross junction upgrade and impact on the opening of the Community Stadium.				
Reports to	Project reports into the Transport board, Project Board and Lead Members Board			
Exec member	Cllr Andy D'Agorne			
Director responsible	Neil Ferris – Corporate Director of Economy and Place			
Dependencies	LTP4, Local plan			
Link to paper if it has been to another member meeting (e.g. executive, council, 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-%202020-12-18%20Final.pdf</p>			

Project title	Housing Delivery Programme
Reporting period	May 2019
Description The accelerated delivery of mixed tenure housing across multiple sites in the city.	
Current status AMBER <u>Lowfield</u> The first package of enabling works, including removal and maintenance of trees, crushing of foundations and creation of haul roads on site is complete. The creation of a new site access off Tudor Road as well as off-site works including the creation of new off-street parking bays will commence imminently. Tenders have been received through the Homes England DPP3 framework from the prospective main house building contractors. These are currently being assessed. <u>Askham Bar, Duncombe Barracks and Burnholme</u> The tender for the programmes multidisciplinary design framework was published on 4th February. Fifty one practices made submissions and these have been scored with four design teams being taken through to the second stage. These ITT returns have been received and are currently being assessed. A preferred team will be chosen with the aim of entering into contract this May. This will enable design and public consultation work to progress on these sites. Negotiations are continuing with the owners of the Duncombe Barracks site with the expectation that a contract be completed for the purchase of this site in the next few weeks.	
Future outlook <u>Lowfield</u> The final phase of enabling works will be undertaken. This includes the creation of new off-street car parking bays on Tudor Road and forming the new access road into the site. A preferred building contractor will be identified and a contract signed. This	

will enable work to commence on the construction of 140 new homes and the provision of infrastructure to enable 19 community build homes, 6 self build homes and a care home to be delivered.

Wider Programme Branding

Brand guidelines have been developed and will be used to undertake market testing over the coming weeks.

Sales Agent

Tenders are currently being assessed from sales agents who would help support our market sale and shared ownership ambitions. A preferred sales agent will be identified in the coming weeks. Work will then commence on linking up with the brand guide, creating a marketing strategy, and working towards a sales launch for the Lowfield site including creating a show home.

Design and Planning

Tenders are currently being assessed from architect led design teams to support plan development on the next set of sites within the programme. A preferred design team will be announced in the coming weeks to enable design and consultation work to commence in May on Askham Bar, Burnholme and Duncombe Barracks.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Development tender returns for Lowfield exceed budget - Exec approval given to utilise £4.5m of HRA resources to deliver the project. This is supplemented by sales receipts. Consequences Inability to award contract. Houses not delivered further adding to the housing shortage in the city.	Regularly updating of costs and revenue analysis prior to release of tender documents. Actions Value engineering to reduce costs and additional revenue/grant opportunities explored. Latest Update Detailed estimated cost analysis has been undertaken for Lowfield. However, there is a risk that building contractor prices may exceed the estimated costs, particularly given existing uncertainty in the economy around Brexit.	19	18

	This could result in the approved budget being exceeded.		
<p>Progressing sewer diversion across Lowfield to meet programme - A major sewer crosses the site which needs to be diverted such that houses can be built on the site.</p> <p>Consequences Delay in starting housing construction on site.</p>	<p>Close partnership working with Yorkshire Water to ensure works are carried out on schedule and budget.</p> <p>Actions Phase construction such that works take place on the part of the site unaffected by the sewer diversion. Or delay start on site.</p>	19	18
<p>Steep rise in build costs for future schemes - An increase in build costs above those estimated in the financial model would harm the feasibility of the housing development projects</p> <p>Consequences Potential financial viability issues leading to financial losses for the council</p>	<ul style="list-style-type: none"> Continued monitoring of market trends to ensure an accurate picture is in place regarding foreseen construction costs Continued re-appraisal of scheme to help bring costs down where required Cost control as part of project management on site Utilisation of cost consultants in estimating likely build costs at today's prices and in the future allowing for inflation <p>Actions</p> <ul style="list-style-type: none"> Only develop sites with sufficient margins when sensitivity tested. Review phasing and financial plan if this occurs. Stay up to date on build cost trends for any early warnings of potential inflation above modelling level. <p>Latest Update Risks remain around build</p>	20	18

	costs until lender returns are assessed.		
<p>Drop in housing market demand and prices - A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project.</p> <p>Consequences Reduced financial viability of the Housing Delivery Programme.</p>	<p>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> <p>Actions</p> <ul style="list-style-type: none"> Continued monitoring of housing market Options to amend projects to reduce costs and therefore maintain the required financial margin Options to further mix the tenure of schemes in a market recession <p>Latest Update There is a risk of house price deflation as a result of Brexit which would impact the viability of the programme.</p>	19	18
Reports to	Project team consisting of officers at the council who will advise on specialisms such as legal, housing, finance, and procurement. This project team feeds into the Housing Delivery Programme Board, which consists of senior officers and managers. The board guides decisions shaping the programme, setting objectives, scope, and timelines for projects. The board reports into the HCA as part of the partnership arrangement as well as One Public Estate. When milestones are met the programme will report into 'Capital and Asset Board' and 'Health, Housing and Adult Social Care' and 'Employment and Place' Management Teams for co-ordination and major project issues. Decisions taken by the Council Management Team followed by Executive.		
Exec member	Cllr. Denise Craghill		
Director	Sharon Houlden: Corporate Director of Health, Housing		

responsible	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>March 2017 Executive Meeting https://democracy.york.gov.uk/documents/s113451/HCA%20Partnership%20Housing%20Development.pdf</p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>July 2018 Executive Meeting http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</p> <p>October 2018 Executive Meeting Duncombe Barracks, Burton Stone Lane http://democracy.york.gov.uk/documents/s126458/Duncombe%20Barracks.pdf</p> <p>January 2019 Executive Meeting- Building More Homes for York – removal of the HRA borrowing cap https://democracy.york.gov.uk/documents/s129234/Building%20More%20Homes%20for%20York%20-%20Exec%20Report.pdf</p>

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

uncertainty, add client changes, agree all value engineering items and respond to additional risk or previously unknown costs. Summary of additions, savings, specification changes and provisional sums listed below.

- Decision has been made to seek an Executive decision from Portfolio Holder for Children to increase the budget by 250k. This increase will ensure that the project has a client contingency of 7%+ which will mitigate the risk of over spend. This proposed decision has been placed on the forward plan for June.

Procurement

- Amendments to contract are being agreed with procurement, legal and Contractor.
- Financial close and contract sign target dates agreed

Design

- Re design work complete RIBA stage 4 in line with value engineered changes.
- Engagement and consultation continues to take place with parents / carers, front line staff and partner agencies.
- Contractor proposals and costings have been developed and agreed for playing field development.
- Communication.
- Design planning group continues to adopt a co-production approach of involving front line staff and parents.

Communication

- Communication team with CYC, School and Contractor representation, has been set up to manage the future communication strategy.

Legal

- Timescales have slipped in the drafting of Deed of Variation and the associated documentation. This has been caused by the complexity of the issues and dependencies. Final drafting should be complete by the end of week and then information will then be sent to Funders, DfE and Ebor Academy Trust for approval.
- This delay is now risk to programme and specifically start of site target date.

Governance <ul style="list-style-type: none"> Risks and decisions are been monitored, recorded and agreed through Project Board 			
Future outlook <ul style="list-style-type: none"> Plan and complete critical milestones below Meeting schedule post Financial close Implementation Communication plan Contract signed and sealed Enabling works Start on Site Critical milestones <p>May – Finance close</p> <p>May - Contractor Proposals and Contract sum agreement</p> <p>May – Contracts signed and agreed</p> <p>May – Early Works during half term</p> <p>May – Deed of Variation draft forwarded for feedback</p> <p>June – Deed of Variation agreed</p> <p>June – Start on Site</p>			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Budget Overspend - Costs increase and exceed allocated budget. Consequences Impacts the financial viability of the business case.	<ul style="list-style-type: none"> Finance reporting at every Project Board Identified finance lead Actions <ul style="list-style-type: none"> Effective management of contingency 	20	21
Planning application delayed or refused. Consequences Project is delayed or can not progress.	<ul style="list-style-type: none"> pre application work with planning officer to address issues Actions <ul style="list-style-type: none"> proactive engagement with local community proactive engagement with planning officer / department Anticipated issues 	23	23

	addressed as part of feasibility		
Section 77 DfE application - to build on playing fields delayed or refused. Consequences Project is delayed or can not progress	<ul style="list-style-type: none"> Guidance and involvement for CYC lead Early initiation Involvement of CYC lead Conversation with DfE lead Compensation and mitigation in place Actions <ul style="list-style-type: none"> Pro actively identify and address application barriers and issues. 	23	18
Engagement of parents - Parents of disabled children object to plans and relocation of the Glen. Consequences Potential judicial review Negative coverage externally including local press	Project Board report Communication, engagement plan for parents Actions <ul style="list-style-type: none"> Co production approach to planning and development Communication and engagement plans in place for parents Engagement officer capacity 	21	19
Playing fields compensation can not be delivered at back of school. Consequences Impacts on ability to build on playing field.	Contract Landscape Architect to scope out the works, issues, risks.	23	23
Reports to	<ul style="list-style-type: none"> The project is accountable to a Project Board chaired by Amanda Hatton - Director CEC. The project Board contains representation from Children's Social Care, Health, Education, Adult Services and Finance. The project Board is accountable to CEC DMT chaired by Amanda Hatton, Director of Children, Education and Communities. The project Sponsor is Amanda Hatton. 		
Exec member	Cllr Ian Cuthbertson		
Director	Amanda Hatton - Director of Children, Education and		

responsible	Communities
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf</p> <p>Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf</p> <p>Executive April 2018 - Revised Recommendation in Relation to the Capital Budget http://democracy.york.gov.uk/documents/s122950/Centre%20of%20Excellence%20for%20Disabled%20Children%20Executive%20Paper%20April%202018%20Final.pdf</p>

Project title	Provision of School Places
Reporting period	May 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 <p>Throughout late 2018 and early 2019 the major focus of the project is on communicating – principally with schools and multi-academy trusts – both the general project approach to build awareness and confidence in the aims of the project, but also awareness of the headline figures of the future need for school places in each of the 4 secondary and 17 primary planning areas. This builds upon earlier project work in building a robust and resilient data model to take account of many variables as they change. The key variables are capacity, births, migration, additional housing and parental preference with forecasting work undertaken on an annual basis. As new datasets have been published in early 2019, these conversations with partners have needed to mature and develop to include finding solutions to the issues raised. The project includes many statutory tasks and processes within the project framework to aide the project's aims - these include annual processes around school admissions and school buildings.</p> <p>This project has five major work streams: capacity; communication; data modelling; forecasting; and policy. Many of these are by the nature of the project and subject area annual or cyclical in each school year, with many related dependencies between them.</p>	

Capacity

- Work on the capacity of the school estate is now complete after a comprehensive review of all school buildings and teaching spaces in the past 18 months that included site visits to ascertain the capacity of each school's estate.
- Identification of all potential teaching spaces, including those that could be recommissioned from alternative uses, has greatly improved the ability of the LA to effectively plan for future provision of school places. In some schools this has increased the number of school places available without capital funding.
- This process will next be reviewed in late 2019 to continue to provide an accurate baseline for capacity moving forward.
- 'Net Capacity' calculations have now been produced and sent to all schools including those with sixth forms to be signed off.
- This data will continue to be used for the 'SCAP' process with central government, where it will be used for future funding calculations.
- A report will go to the Executive Committee on the 27th June with a proposal to address secondary school place requirements in the Secondary Planning Area - East York.

Communication

- Communication continues to take place with local schools and academy trusts in the city re: future forecasts. Schools continue to approach the LA where they wish to propose their own visions for expansion. 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.
- Schools and academy trusts continue to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs) which are now available on the York Education Website. 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 that are not yet included in known housing or incorporated into the forecasts; ii) details of any current education infrastructure projects; and iii) details of any ongoing conversations with schools regarding necessary or requested changes to infrastructure. There will be significant work to maintain alignment between Forecasts and Action Plans as the datasets evolve, and throughout the emerging Local Plan period
- The February 2019 base forecasts are now completed and available on the York Education Website.

- Continued communication with residents, elected members, and with other partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites continues as do those with those officers overseeing the draft Local Plan and future infrastructure plan for the city, to ensure the information we have is the most up to date.

Data Modelling

- The 2018 annual SCAP process for central government review has now been validated and the information published on gov.uk, although formal sign off has still not been received from central government. Having only had minor feedback to date and with the data now being in the public domain, we expect to formally sign off SCAP with no changes.
- Census data is now mapped to catchment areas in the primary and secondary forecasting models for the forthcoming 2019 data model.

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 in-depth analysis of pupil attendance and preference trends to aide discussions on the future planning of school places and admission arrangements.

Policy

- All other admission authorities who do not adopt the City of York Local Authority admissions policies should have by now all determined and returned their 2020/21 policies.
- In order to maximise the limited Basic Need funding, potential additional funding streams continue to be investigated. Priority areas continue to be supported with a limited amount of Basic Need funding, through the policies employed. Future spending needs to include supporting the growth in the numbers of pupils with additional needs - though this is outside the scope of this project, it is part of the parallel Inclusion Review.
- Delivery of a very small number of basic need funding schemes for the current and upcoming financial year is ongoing at St. Mary's and Westfield.

Future outlook

The main focus of this period:

Capacity

- Final formal sign off of the 2018 SCAP return is overdue, though this is dependent on work of the Department for Education.
- Continue to refine the proposal to address secondary school place requirements in the Secondary Planning Area - East York, that will go to the Executive Committee on the 27th June.

Communication

- Continued engagement with local schools and academy trusts to gather their views and identify any potential plans about how they could assist in providing for future need, following the updating for 2019 Planning Area Action Plans (PAAPs) on yorkeducation.co.uk for 17 primary and 4 secondary planning areas across the city, as well as city wide headlines at primary and secondary level. These PAAPs will be reviewed periodically and updated to reflect ongoing conversations with schools and academy trusts.
- Continue to liaise with Archbishop Holgate's school regarding the proposal to address secondary school place requirements in the Secondary Planning Area - East York.
- Identify related projects that may arise as a result of this project's findings - particularly those at secondary level. Some initial projects have already been identified and these proposals are included in the PAAPs. Early stage meetings have now taken place with Fulford.

Forecasting

- Continue working toward the 2019 data model, including confirming planning areas with DfE, and refining forecasting methodology.
- Work will continue over the next period to calculate the cost per place of expected future expansions when assessing the viability of projects to increase the number of school places available in a planning area.
- Early investigations have begun to look at how to model future SEN need across the city.

Policy

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

- In response to feedback from the auditing of this project, plans are now in place to monitor the project risk register periodically, in order to evidence effective management of risk.

Project Plan

- Further develop, communicate and agree the project plan.
- The project officer is now in place, to take forward the planning for the later stages of the project into an implementation period where projects start to be delivered.

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. Consequences Funding sources will not meet the needs of the educational infrastructure required.	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 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. Consequences Existing schools become	Engagement with stakeholders (schools, MATs, DfE, developers) to ensure that places are provided only once demand is known and is in the process of being delivered. LA manages supply to minimise significant under subscription at existing schools. Actions Continued examination of educational infrastructure and development of parallel data	19	12

undersubscribed and experience financial difficulties as rolls are lower.	sets where significant housing is proposed, these forecasts are used to plan for future need.		
MATs don't engage - Multi Academy Trusts (MATs) with schools in York do not engage with the project to deliver sufficient school places on existing sites. Consequences Insufficient places are created at existing schools, therefore more new small schools created with higher start up costs and being of a less than optimal size, with higher revenue costs.	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. Actions Continued communication with schools through ongoing conversations and through the publication of forecasts and action plans for each primary and secondary planning area on the York Education website.	19	12
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. Consequences Requirement for additional CYC sources of funding increased - through HIF bids, capital borrowing, CRAM funding etc.	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. Planning early will increase the time available to source sufficient funds by exploring available funding streams and therefore will reduce the likelihood of it happening, if not the impact if it did. <u>Actions</u> Continue to source sufficient funds by exploring available funding streams.	19	12
Data Quality - Data quality is low, inputs are delayed, or assumptions are	Quality assuring methodology with DfE through SCAP process, and internally delivering this work through Business Intelligence	18	12

<p>flawed; Forecast methodology and data inputs fails to provide accurate forecasts.</p> <p>Consequences</p> <p>Too many or too few places are created, leading either to undersubscription or continued place pressures.</p>			
Reports to	Project is overseen by Children, Education and communities Directorate Management Team and Executive Member for Children and Young People as necessary.		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2018</p> <p>Admission arrangement for the 2019/20 school year</p> <p>http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf</p>		

Project title	Housing ICT Programme
Reporting period	May 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 programme status has remains at green now that progress remains on track and all risks continue to be managed.</p> <p>Phase 1 of 3 of the programme is now complete following the successful signature of the Solution Contract with Capita. The programme has now moved into phase 2 of 3 (implementation).</p> <p>Following contract signature, Ruth Whitehead has been assigned as the Capita Project Manager for CYC. The project initiation and technical initiation meetings have been set-up and relevant stakeholders invited.</p> <p>A paper is on the agenda to cover the additional resources requested to come on to the programme.</p> <p>A full business change readiness assessment has now been completed and the report has been shared with Tom's Senior Management Team. Feedback from SMT is being built into the report before being shared with wider stakeholders and SMEs.</p> <p>The first Business Change Assurance Group meeting was held to review the Terms of Reference and discuss the overall approach to assuring business change on the programme.</p> <p>The SX-3 split work continues on track. A second round of testing has been carried out following the initial split testing, issue resolution and re-testing.</p>	

All programme RAID items continue to be monitored by the programme team. There are no new risks to report to this month's Board. One risk has increased (Servitor performance) and this is reported separately.

PROGRESS DURING REPORTING PERIOD

General:

Status	Green	On track and/or no major issues being encountered
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The programme status has remains at green now that progress remains on track and all risks continue to be managed.

Phase 1 of 3 of the programme is now complete following the successful signature of the Solution Contract with Capita. The programme has now moved into phase 2 of 3 (implementation) and implementation planning has started with Capita. No further requests for additional information have been received or challenges to our procurement process or outcome.

Following on from the contract signature, initial implementation planning has taken place. Ruth Whitehead has been assigned as the Capita Project Manager for CYC and an initial introductory meeting has been held.

The project initiation meeting (8 May) and technical initiation meeting (15 May) have been set-up now and a range of relevant stakeholders invited to each meeting. These are the formal business and technical kick off meetings that will shape the implementation going forward and will start to form the basis of the first draft implementation plan.

A paper is on the agenda to cover the additional resources requested to come on to the programme to deliver the programme to time and quality.

A full business change readiness assessment has now been completed and the report has been shared with Tom's Senior Management Team. Feedback from SMT is being built into the report before being shared with wider stakeholders and SMEs. The report will now form the basis of an action plan to address the issues raised and support emerging directorate wide work around staff engagement and empowerment that the programme will support. Benefit workshops are taking place (9 May) that will help shape the benefits that the programme will help the business to deliver and tackle some of the key themes in the report.

The first Business Change Assurance Group meeting was held to review

the Terms of Reference and discuss the overall approach to assuring business change on the programme. No changes to the TOR or ways of working were made and the group will now focus on a series of emerging business change requests. Both TAG and BCAG will report back to Board on any change requests received going forward. Any high risk/major impact requests will still be brought to Board escalated from TAG/BCAG as appropriate.

The SX-3 split work continues on track. A second round of test split has been carried out following the initial test split, issue resolution and re-testing. A paper is on the agenda to summarise the key points of this work.

All programme RAID items continue to be monitored on a monthly basis by the programme team. There are no new risks to report to this month's Board, however a full team risk review will be carried out following the technical and project initiation meetings. One risk has increased this month (around current Servitor performance degrading due to the technical change freeze) and this is reported separately.

Business Change

Status	Green	On track and/or no major issues being encountered
<ul style="list-style-type: none"> • Business Change Readiness Assessment, Gap Analysis and Impact Assessment have been shared and discussed with Tom Brittain – Programme Sponsor. • Business Change Readiness Assessment, Gap Analysis and Impact Assessment shared with Housing and Community Services Senior management Team other than some wording amendments requested prior to sharing with management teams and SMES all are happy with the report and signed up to the requirements and proceeding with the Change Agenda. • The first BCAG has been held. • Two further change requests have been received and the BCAG Housing representatives are gathering further detail around the request in advance of the next BCAG to be held on 22nd May 2019. • Staff Sessions for Housing and Community Services attended. • Met with Sharon Houlden, Corporate Director HHASC to discuss Change and Empowerment across Housing and Community Services. • Collaborating with Kelly Conn, Service Improvement Team Leader to look at the Empowerment and Change Agendas; current staff journeys from induction to exit, how we can facilitate staff being and feeling more empowered. Examining other LAs and HAs who have empowered staff 		

and improved service delivery – with a view to looking at best practice models, appropriate training and staff sessions for the future.

- Attended introductory meeting with Ruth Whitehead Capita PM.
- Attendance at TAG.

ICT

Status	Green	On track and/or no major issues being encountered
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- SX3 Split project is progressing with the 2nd iteration of the SX3 Split on the test server being completed on the 9th - 11th April, and the clear down scripts run again on 15th and 16th April in preparation for full end to end user acceptance testing between 20th May and 7th June. A full progress update paper is on the agenda for Board, including an updated project risk log.
- Technical Assurance Group meetings continue last held on 17th April to review the progress of the SX3 Split project at which a change freeze on SX3 until the split is completed and on Servitor was agreed.
- Systems Group meetings continue to ensure progress shared on the SX3 Split project.
- Business Change Assurance Group initiated and attended by TPM.
- Northgate CCN required to amend the contract to record the change to the designated system from one database to two is with Procurement/Legal for review and approval.

BI Hub

Status	Green	On track and/or no major issues being encountered
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- Support to project at technical assurance group.
- Improve DQ through SX3 role and discussing with system support the deployment of scripts to fix identified issues.
- Connected Servitor to MDM and initial results shared.
- Continued providing short term additional help to structure up access/excel lists held by business.
- BI starting to look at detailed migration plan (requires IMPLEMENTATION ORDER document first).

Future Outlook

General

- Completion of project initiation and technical initiation meetings.
- Implementation planning continuing towards draft implementation plan.
- Team resources mobilised and HR process initiated to fill roles.
- Benefits mapping session completed and next steps agreed.
- Support to Empowerment Business Case being prepared.
- SX-3 project continuing.
- Business Change Assessment baselined and action plan being drafted with Heads of Service.

Business Change

- Attendance at benefit mapping workshop working with the Programme Team and Key Stakeholders to identify true, tangible Programme and Business Benefits.
- Work with the Programme Manager and Technical Project Managers to produce job specifications for additional Change and Training resources should they be approved at Board.
- Continue to attend Service and Operational Manager Meetings.
- Begin attending BSMT following invitation from MG at SMT.
- Continue to collaborate with Kelly Conn around the Change and Empowerment Agendas, looking at best practice, training opportunities etc.
- 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

- Continue to progress SX3 Split project – full end to end user acceptance testing undertaken, issues logged and resolved.
- Await further information regarding upgrade to Version 6.19.1 from DWP and Northgate. Monitor and update of project documentation as necessary.
- Attendance at benefit mapping workshop working with the Programme Team and Key Stakeholders to identify true, tangible Programme and Business Benefits.
- Attendance at Project Initiation and Technical Project Initiation meetings.

- Work with the Programme Manager and Business Change Manager to produce job specifications for additional Training and Testing roles if approved by Board.
- Chair and attend Technical Assurance, and Systems Group meetings. Attendance at Business Change Assurance Group.

BI Hub

- Meeting with Capita for both project initiation and data migration discussion.
- BI continuing detailed migration plan.
- Deploying SX3 scripts for DQ.
- Assistance on Contract and responsibilities with supplier around Migration.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
<p>Approved budget insufficient and/or funding reduced/removed.</p> <p>Consequences Project slippage and inability to obtain the required product. Programme will not be fully delivered or delivered at all. Implementation of a partial fix which doesn't fully deliver service needs. Failure to deliver full efficiencies or improvements required for all parts of the service.</p>	<p>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.</p> <p>Actions 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</p>	19	19

	deliver.		
<p>Resistance to change - Inability and/or unwillingness to adopt new ways of working and/or technologies.</p> <p>Consequences Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers. Failure to fully embrace new working practices and systems and replication of ineffective business practices within new IT/business processes. System not fully or comprehensively tested. Processes lengthened, additional manpower resources required.</p>	<ul style="list-style-type: none"> - Stakeholder engagement and communication plan and comprehensive and regular communications with all business areas. - Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme. - Sufficient staff training programme which runs alongside rollout of new system. - Any areas of extreme concern or resistance reported to HSMT/BSMT and discussed as to what appropriate actions can be put into place. - Ongoing positive sell from senior management teams to ensure engagement across services and beyond. - Ongoing engagement of staff inputting into the programme and testing. - Co-ordinated communication plan for customers and investment into training for digitally excluded customers. - Business readiness assessment 	20	20
<p>Failure of suppliers to deliver a solution which meet business functional requirements and/or technical specification.</p> <p>Consequences Requirement to retain and invest in some</p>	<ul style="list-style-type: none"> - Business functional requirements fully scoped, documented and signed off by appropriate business users. - Robust specification and comprehensive detailed ITT. Approved procurement framework. - Strong contract management. 	18	18

<p>existing systems / functionality or purchase further systems. Failure of the programme to realise potential benefits. Reputational damage for Housing and Building Services. Inability to deliver required service to customers and meet legal obligations. Inability to collect revenue, forecast needs of service. Failure to deliver full efficiencies or improvements required for all parts of the service.</p>	<p>Clearly defined selection criteria.</p> <ul style="list-style-type: none"> - Full testing of all requirements undertaken by SMEs. - Technical capabilities and specification of new solution fully understood and tested to meet all business requirements. - Comprehensive market testing, site visits/references/trials. - Pre tender meetings with suppliers 		
<p>Solution does not comply with GDPR.</p> <p>Consequences Breach of new GDPR resulting in financial and/or reputational damage to CYC as the service holds a lot of personal data, some of which is shared with others.</p>	<p>Production & sign-off of PIA and completion of required actions. Clear understanding of GDPR implications and how personal information is used and stored. GDPR requirements in ITT and tested for compliance.</p> <p>Actions Production & sign-off of PIA and completion of required actions. Clear understanding of GDPR implications and how personal information is used and stored. GDPR requirements in ITT and tested for compliance.</p>	18	18
<p>Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.</p>	<p>Data cleansing. Detailed data migration strategy. Appropriate specialist involvement. Lead person with an understanding of the needs of the</p>	23	23

<p>Consequences Failure to deliver aims & objectives to agreed timescales, cost and quality. Inability to report effectively/poor customer/asset records/complaints/maladministration. Inability to provide management information reports which add value to business or meet legal requirements. To report out when required legally. Lack of data will mean any build for an intuitive system will be pointless. Failure to deliver full efficiencies or improvements required for all parts of the service. Reputational damage to IT, Housing & Building Services and CYC as a whole. Staff frustration and failure to use new technology to its fullest potential. Data breach and consequent fines/prosecution.</p>	<p>service areas. Sign off for a Data Cleansing resource.</p> <p>Actions 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. *BI to update controls*</p>		
<p>Suppliers not engaging or rejecting our Pre Procurement Engagement approach.</p> <p>Consequences Unwillingness from suppliers to carry out further engagement with CYC due to the costly process.</p>	<p>Working with suppliers to update or amend our approach to Pre Tender Engagement to ensure it works for us but also works for the supplier bearing in mind costs to them in delivering intensive demonstrations of their products.</p> <p>Actions Working with suppliers to update or amend our approach to Pre Tender Engagement to ensure it</p>	15	15

	works for us but also works for the supplier bearing in mind costs to them in delivering intensive demonstrations of their products.		
Contract Management - There is a risk that the programme suffers delays during implementation or unplanned additional costs. This is because we have to sign a contract by the March 19 to satisfy procurement framework rules. As a result we will go into a contract with Capita without an agreed implementation plan Consequences Potential contractual disputes with our chosen supplier, possible increased unplanned costs, delays/slippage to implementation timeline, possible reduction in quality of final product	<ul style="list-style-type: none"> - Possible controls to be discussed: - finalising key milestones in contract to lock in key milestone delivery dates - delay payments in contract to penalise supplier if milestones are missed due to supplier - payment based milestones agreed so that payment of fees for implementation plan are linked to delivery Actions Possible controls to be discussed: <ul style="list-style-type: none"> - finalising key milestones in contract to lock in key milestone delivery dates - delay payments in contract to penalise supplier if milestones are missed due to supplier - payment based milestones agreed so that payment of fees for implementation plan are linked to delivery 	23	23
Reports to	A monthly Housing ICT Programme Board meets to oversee key project decisions, the RAID and progress for the programme. This board reports into the HHASC Directorate Management team and is chaired by the Assistant Director of Housing with key representatives from the HHASC senior management team.		
Exec member	Cllr. Denise Craghill		
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been	Executive December 2017: Procurement of ICT		

<p>to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Managed Services https://democracy.york.gov.uk/documents/s119247/Procurement%20of%20ICT%20Managed%20Services.pdf</p>
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Project title	Smart Travel Evolution Programme - STEP
Reporting period	May 2019
Description STEP is a programme of delivery – not research – that will drive York towards being the first city in the UK truly ready for the coming revolution in managing whole city mobility, through utilising new data and the gradual adoption of connected and autonomous vehicles. Preparing York to be the FIRST SMART TRANSPORT CITY in the UK. Building a PLATFORM to ensure the City can meet the challenges of BIG DATA, CONNECTED and AUTONOMOUS VEHICLES and FULL IP connectivity. STEP adds a MODELING layer that allows us to run City wide models at varying scales, in near real time. This allows us to understand the way the transport network is performing, and improves our TRANSPORT PLANNING activities. This allows us implement a third, DECISION MAKING layer to provide better real-time management of the transport network and implement transport policies more effectively.	
Current status AMBER In the last reporting period: <ul style="list-style-type: none"> • Model specification quality reviewed and ICT additional input actioned. • Model specification re-submitted to procurement. • ATC renewal order placed, delivery for end of May. • RSI communications plan implemented. • GLOSA spec under stakeholder review. • RSI location requiring temporary resurfacing has now been resurfaced. • Inrix OD trip data received. 	
Future outlook In the next reporting period: <ul style="list-style-type: none"> • GLOSA specification quality review to be completed. • Roadside interviews to be completed. • Communications upgrade contractor to be appointed. 	

<ul style="list-style-type: none"> • Communications upgrade signal controller work to be finalised. • Modelling specification to be ready for going to tender. 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Suppliers fail to deliver within defined timescales - There is a possibility that the suppliers will fail to deliver their works on time. <u>Consequences</u> Failure to deliver work on time will mean that the project falls behind schedule. This could potentially result in project time scale tolerances being exceeded.	Suppliers will be engaged during work plan creation. <u>Actions</u> Suppliers will be engaged during work plan creation and they will sign up to accept the time-scales defined through the procurement process. Close supervision of suppliers by PM.	15	14
Inaccurate Estimates - Project costs can be estimated, however all estimates contain an element of error. Costs estimates could be significantly inaccurate. <u>Consequences</u> If costs estimates are significantly underestimated, the project can exceed cost tolerances.	Use of model costings to estimate costs. <u>Actions</u> Where possible, model costings will be used to estimate costs. Furthermore, experienced team members with experience of similar projects shall be engaged to sense-check cost estimates. Suppliers shall also be engaged at an early opportunity with respect to costings and frameworks with fixed prices shall be utilised where appropriate.	19	12
Integration - There is a large element of system architecture design and implementation required to deliver the project and this will require strict control of	Establish the role of systems integrator as the single point 'design authority' for systems architecture and standards implementation. <u>Actions</u> A systems integrator has been	24	14

<p>system integration and adherence to agreed standards by suppliers.</p> <p><u>Consequences</u></p> <p>Failure to ensure this will lead to delays and costs as systems are made to fit together.</p> <p>Failure to adhere to integration standards will also lead to;</p> <ul style="list-style-type: none"> - ad-hoc design decisions - causing the project to deviate further from agreed principles and making ongoing delivery increasingly complex. 	<p>established as single point 'design authority' for systems architecture and standards implementation - Jon Wade. The use of standards will be agreed at the first stages of the project so costs and associated affects of design decisions can be understood and accommodated with the project scope. Integration issues will for a main element of regular project update and progress meetings and tracking.</p>		
<p>Inadequately resourced strategic modelling team.</p> <p><u>Consequences</u></p> <p>Unable to deliver project on time and to budget, CYC resource unable to SAT the modelling package leading to procurement of a modelling package that we cant use.</p>	<p>Internal discussions as to inhouse resource. Risk raised to programme manager.</p> <p><u>Actions</u></p> <p>Awaiting strategic modelling resource.</p>	21	21
<p>GLOSA not an off the shelf technology - GLOSA has been chosen as a 'MUST' deliverable, however GLOSA has only been done in research projects and is hard to</p>	<p>Research into other LA projects, discussions with industry consultants who have worked with GLOSA and careful choosing of a site to implement it. Sites should be kept to a minimum as proof of concept.</p>	21	14

implement without disrupting traffic control methods. <u>Consequences</u> GLOSA doesn't work OR forces CYC to put a signal site under a less efficient method of control to make it work.			
Overall timescales unachievable - Due to a delayed start with the project and a combination of all the project elements taking longer than assessed when feasibility was done. Early estimates showing mid 2021 but completion needed by 2020. <u>Consequences</u> The project is not delivered on time and CYC loses some bidding power for future projects		21	14
Reports to	The STEP board reports in to Economy and Place DMT and PM updates executive member and Executive when required for updates and approvals. Key decisions are agreed by the Transport Board before reaching executive member or Executive.		
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)	
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Project title	Procurement of ICT Managed Services/Strategic Delivery Partner
Reporting period	May 2019
Description <p>Procure a technology provider to deliver the City of York Council's (CYC) essential managed network services that all the council's other Information and Communications Technology (ICT) services require to be highly available and fit for purpose.</p> <p>Network connectivity, be that internal or external, has become known as the fourth utility, and is a vital requirement to the council's frontline and supporting services as they cannot function without this service being in place, and it also underpins the council's current and future digital programme.</p>	
Current status GREEN <p>CYC, HBC ICT Team and Legal team met with the consultants on 15th April 2019. The consultants provided a breakdown of their findings regarding the current MSA and their recommendations with regards to route to market. It was agreed that an OJEU procurement would provide wider opportunities than a closed framework agreement. It was agreed that the consultants would work to complete specification by end of May so that these could be passed to Legal. The aim is to submit the invitation to tender by July to maintain our original target of appointing a preferred supplier by December 2019.</p> <p>In the meantime it was agreed that the current Managed Service Agreement (MSA) needs to be extended for a further period of time while this procurement goes on concurrently. Legal are preparing the documentation for the Head of ICT to complete and submit for approval by the Director of CCS.</p>	
Future outlook <p>By next period, CYC ICT will have provided School Forum headteacher representatives with an update on this project. Also the technical specifications for the MSA procurement should be complete and Legal will have the opportunity to add appropriate schedules to the new MSA contract.</p>	

Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Partners within the current MSA withdraw eg. Academy schools - If any current partners in the MSA opt not to come with us for the new procurement it impacts on costs of the new MSA. Budget issue for CYC Consequences Higher cost of MSA.	- Keeping schools informed via School Forum <u>Actions</u> - Ensuring that the negotiated prices for partners such as schools shows a demonstrable saving in new MSA. - Providing an update to School Forum verbally on 4th February 2019 and in May 2019 a paper will be presented.	19	14
HBC requirements will be substantially different to CYC requiring a more complicated contract and schedules	Decision point early on whether to procure jointly. Report and recommendations by external consultant. <u>Actions</u> Separate the two procurements	10	5
Reports to	Head of ICT/ Director level/CMT/Executive		
Exec member	Cllr Nigel Ayre		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive December 2017: Procurement of ICT Services https://democracy.york.gov.uk/documents/s119247/Procurement%20of%20ICT%20Managed%20Services.pdf		

Project title	Flood Risk – York 5 Year Plan		
Reporting period	May 2019		
Description			
CYC are working closely with the Environment Agency to deliver a range of localised improvements to the cities flood defences, this work – the York Five Year Plan – has been developed following the floods and is supported by Government investment. In addition to this we are working with the EA on a catchment scale study to identify opportunities for wider interventions across the River Ouse catchment to further reduce future flood risks into the long term.			
Current status			
GREEN			
CYC continue to work closely with the EA on the delivery of the York Flood Alleviation Scheme as part of the York Five Year Plan.			
CYC are members of the Programme Board and EA continue to attend quarterly Executive Member for the Environment Decision Sessions and Economy & Place Overview and Scrutiny bi-annually.			
19 flood cells have been identified and schemes to improve existing or build new defences are in varying stages of development in a prioritised manner across the city to deliver the projects stated required outcomes, as determined by Defra, to better protect 2000 homes and businesses in the city.			
The Outline Business Case has been agreed by the EA Large Project Review Group for all 19 flood cells.			
Future outlook			
4 cells will be taken through full business case and planning approvals in early 2019 with the first cell to begin the construction phase in May 2019.			
Works to install 8 new pumps and raise all operational equipment to the first floor level have been completed at the Fos Barrier, further works to the flood gate and the surrounding defences will progress in 2019.			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net

<p>Programme versus expectation - Significant investment is being made in order to put in place the appropriate measures in the identified 19 flood cells. The objective is to put in place measures to derisk in all 19 areas. There will be disagreement around the allocation and prioritisation and there is a risk that the programme is influenced by subjective argument rather than the evidence base and the outcomes are not achieved.</p>	<p>Ensure there is the appropriate stakeholder engagement. CYC engage fully with EA and other partners in the working groups. Evidence base in place to justify the measures for the risk areas. <u>Actions</u> CYC fully engaged in the working groups with the EA and resident and business engagement.</p>	20	19
<p>Foss barrier Improvements - Understanding Foss barrier risk and impact of works upstream</p>	<p>There is a full understanding of the impact of the operation of the Foss barrier. <u>Actions</u> Work with the EA on modelling scenarios and ensure that this is fed into the evidence base.</p>	20	19
<p>Funding for the 19 flood cells - A sum of £45m has been allocated to be invested in the measures across the 19 flood cells. With this value of investment there may be an unrealistic expectation of investment in individual cells and the consequent measures that are put in place.</p>	<p>Development of evidence base that supports the measures in the 19 cells in the context of the wider programme. Engage with residents and businesses and ensure that they have access to the case for the measures and reasoning. <u>Actions</u> Engage in resident and business engagement and work with the EA on developing the evidence base.</p>	20	19
<p>Reports to</p>	<p>The Project board sits within the Environment Agency.</p>		

	The Environment Agency has a formal programme board in compliance with PRINCE2 methodology, CYC are a member of the board. The lead Executive member receives a quarterly report and it is the subject of a bi-annual report to Economy and Place scrutiny committee. This approach to governance has been approved and adopted by Executive.
Exec member	Cllr Andrew Waller
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2017: CYC Response to the Independent Flood Inquiry https://democracy.york.gov.uk/documents/s112541/CYC%20Response%20to%20Independent%20Flood%20Inquiry.pdf

Project title	City Centre Access
Reporting period	May 2019
Description <p>York is one of the most visited places in the UK with over 7 million visitors and each year hosts a number of events and festivals that attract a growing number of people from across the world into the city for the benefit of its economy and residents. In addition the desirability of the City as a place to live, raise children and grow old is well documented. These factors of success are however vulnerable and precious and easily lost as they rely heavily on societies perceptions of the safety offered by a City such as York. York can also boast one of the nation's most iconic sites in its boundaries, York Minster.</p> <p>Keeping the residents and visitors safe by protecting the public and the economy of York is a key role and priority for the Council. The consequences of an attack on the City would be severe. Measures to improve the protection within the city are within this project.</p>	
Current status AMBER <p>Detailed design is entering the final stages for the priority 1 area of the city centre.</p> <p>We are engaging with the Civic Trust around the look of the static and automated bollards. We have mock ups of the bollards for members of the Trust to view and advise on their preference.</p> <p>Operational procedure and protocols are developing with Gough and Kelly taking a lead on this work, along with CCTV camera location and installation with our security consultants as well as the PIA work.</p>	
Future outlook <p>The project board and transport board will be asked to review and sign off on the detailed design work and agree the specifications for the static measures and automated measures.</p> <p>Procurement/construction will be through a two stage invitation to tender, initially for the static measures only.</p> <p>Chasing YCT regarding design of the measures and detail design work will</p>	

be submitted this week for further review by the Board. Operational procedures are being finalised.			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Unsuccessful delivery - The service does not have an appropriate Project Manager in place.	Recruit qualified project manager.	20	18
Loose political support - Change of leadership - Change of direction - Loss of confidence in project delivery	Monitor political opinion and assess throughout	20	18
Cannot design a solution which will satisfy the CTU - CTU request tech that does not exist	Hold procurement exercise based on MFD advice, working with the HVM measures suppliers to ensure fit for purpose.	19	18
Unsuccessful delivery - Insufficient resource to deliver the project	Following June Exec report, confirm resource requirements.	22	18
No viable CCTV location available - Current CCTV design may not be feasible due to STATS. - Unable to install CCTV at design locations.	Consult with Gough & Kelly as to possible CCTV locations.	20	18
Reports to	Programme reports to the Transport Board and is advised by the York Counter Terrorism Working Group There is a CYC internal working group working on the detail. This group is chaired by the Assistant Director for Transport, Highways and Environment.		
Exec member	Cllr Andy D'Agorne		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		

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

Project title	Parking Review
Reporting period	May 2019
Description <p>This project deals relates specifically to the research, procurement and implementation of a new parking back office system to replace the old and soon to be out of date back office system, Parking Gateway. In turn this new system will help to bring around a change in how parking is managed and how our customer interact with us by taking forward a customer self service system, such as the purchasing of parking permits and dealing with PCNs (Penalty Charge Notices).</p> <p>Historically there have been a number of issues relating to the delivery of the Parking services. More than 25% of footfall in the customer centre is for Parking related matters. This has been attributed to complex policy, under performing IT systems and associated processes and lack of available online services for customers. There is an opportunity to resolve a number of issues with a change project with an ICT back office system change as the catalyst supported by a developed parking strategy and technological roadmap for the next 10+ years.</p> <p>As part of the project the council ICT team are looking into how this system could interface with existing CYC systems, such as FMS and CRM but looking forward, of these systems can interface with other systems such as parking machines.</p>	
Current status GREEN <p>Key progress for this period:</p> <ul style="list-style-type: none"> • Second draft of specification completed and sent for feedback. • Feedback received and being incorporated where possible. • Approach to procurement is in the process of being confirmed. • Timelines for the procurement being confirmed. • Project roadmap updated to reflect current status and any slippage. • Continued discussions on roadmap and further development where possible around timetable and longer term remit of work. 	
Future outlook <ul style="list-style-type: none"> • Confirming procurement timelines with key stakeholders • Confirming approach with Procurement team 	

<ul style="list-style-type: none"> • Tender opened for bids through agreed approach • Risks and Issues continue to be refined during requirements gathering and procurement process. 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
<p>Decisions made that stray from parking policies to meet ad-hoc requirements: Without work to clarify some of the long-standing governance questions and decisions being made on consistent approaches.</p> <p>Consequences Implementation may be delayed or issues with the current system may be replicated in the new system meaning identified benefits may not be achieved.</p>	<ul style="list-style-type: none"> - Senior level officers finding solutions where the blanket policies may not meet a certain need that is deemed should be met. This will be delegated up to the Head of Transport for decision like this based on the authority given to override the TRO. - Discussions with Network Management to identify the common issues in policy and agree the above solution to use Head of Transport authority. <p>Actions As above but also as part of the parking permit review and its policies that will be taken forward for approval to begin in the new administration. This will review and refine the number and types of permits and policies in the TRO covering parking permits. This will also be subject to resource within Network Management to take this work forward.</p>	20	20
<p>New system not reconciling with CYC systems such as FMS - There is a risk that the new system may not resolve the reconciliation issues identified by Veritau and Finance in the Parking audits.</p>	<p>Manual reconciling only generated through random financial and PCN reports between Finance and Parking Services and manually checked.</p> <p>Actions While not guaranteed the procurement and implementation of a new parking back office system will help to mitigate against</p>	13	13

	this risk		
<p>Council processes may not be ready to meet new system - The council is not ready for changes to processes that may be required for the new system</p> <p>Consequences The benefits of the new system will either not fully or in part be realised due to outdated process with Parking and related services that either haven't changed or may still be in the process of changing. For example elements of the TRO need to be reviewed and decided upon within statutory time scales</p>	<p>Creating resource to review the processes with related services including Network Management</p> <p>Actions Engage with colleagues in the teams on the changes and create a communications plan with key messages at key stages.</p>	21	21
<p>Scope not clearly defined - The scope and vision is not clearly defined leading to confusion of requirements and priorities and ultimately leading to scope creep.</p> <p>Consequences Scope creep and lack of robust specification leading to a system that either may not meet our needs or only in part.</p>	<p>All effected services sit on the project board for this work and ensure their service areas are feeding into this work including the specification, issues need and wants.</p> <p>Actions Initial scope is defined as implementation of as-is processes as the current system will be out of support in October 2019. Further projects or phases of the project will be defined after initial implementation.</p>	21	19
<p>Poor data quality - Poor data quality in legacy systems impacts data migration.</p>	<p>(See mitigation section) Review of our current data and system mapping our current system to the new system. This will allow the</p>	20	20

<p>Consequences</p> <p>The new system may not be able to process the data correctly or/and missing or part PCN and permit records are only accessible. This will also add to delays in implementation of the new system</p>	<p>new supplier to understand our system and how the data migration can successfully be completed.</p> <p>Actions</p> <p>Review our data in advance of the implementation and perform any cleanse data based on the supplier's feedback. Perform a mapping exercise with the supplier to understand how our current data maps to the new system. Explore with selected supplier the risks of not migrating the data.</p>		
Reports to	The project is steered by the Parking working group and reports to the Transport Board		
Exec member	Cllr Andy D'Agorne		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2017: Parking Review</p> <p>https://democracy.york.gov.uk/documents/s103397/Car%20Parking%20report.pdf</p>		

Project title	Sufficiency Strategy
Reporting period	May 2019
Description <p>City of York Council utilises many placement options in order to look after children and young people who are not able to live within their immediate birth family. City of York Council's mainstream and short break foster carers are recruited and trained to look after York's most vulnerable children and young people.</p> <p>To deliver on our commitment to the Making York Home vision and the aims of the Child in Care Strategy our priorities are;</p> <ul style="list-style-type: none"> • The recruitment of new foster carers • The retention of the current fostering workforce, and • Increasing the options and flexibility of other placement provisions including residential. 	
Current status GREEN Foster care <ul style="list-style-type: none"> • Foster Care support, training and remuneration proposals agreed with Lead Member and communication sent out to Foster Carers • Implementation of proposals started with staff team • Foster care recruitment business case developed and submitted for agreement Children's Homes <ul style="list-style-type: none"> • Contract extended with existing residential provider agreed • Mapping of property and finance options for new residential provision being progressed with colleagues in property, housing and finance • Summary service specifications drafted • Options paper developed and presented to DCS • Data being collated to develop location profile to inform decision • Early discussions started about consultation and engagement with key partners 	
Future outlook Foster Care <ul style="list-style-type: none"> • Continue implementation of new support, training and remuneration offer 	

for FC • FC recruitment proposal to be discussed at CMT Children's Home • Paper developed for DMT / CMT • Location profile developed			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
FC recruitment and retention - Changes and proposals negatively impact on Foster Carer recruitment and retention	- Regular monitoring <u>Actions</u> - Marketing and recruitment strategy - Retention work - Increase the support and training of FC as per proposals	20	19
New Sufficiency Provision - New provision does not effectively respond to current and sufficiency challenges	- Regular reporting to DMT and CMT <u>Actions</u> - Collate learning from other LAs - Mixed economy of provision <u>Latest Update</u> If foster carers recruitment budget is not agreed based on BC the numbers of new FCs is not likely to increase to required level to meet need/demand.	20	19
Budget Overspend - New provision exceeds agreed budgets	- Financial Reporting <u>Actions</u> - Financial modelling in advance of decisions - Risk budgeting <u>Latest Update</u> If foster carers recruitment budget is not agreed based on BC the	21	20

	numbers of new FCs is not likely to increase to required level to meet need/demand.		
Gap in residential provision - New provision is not in place before the end of the existing residential contract.	<ul style="list-style-type: none"> - Regular contract management meetings <u>Actions</u> <ul style="list-style-type: none"> - Extend existing residential contract 	21	19
Response from market - Market does not respond adequately to procurement specifications	<ul style="list-style-type: none"> - Input from Procurement team <u>Actions</u> <ul style="list-style-type: none"> - Market engagement exercises 	23	19
Foster Carers are unhappy with proposals and process of consultation	<ul style="list-style-type: none"> - Briefing of Directors, Councillors and CMT PH <u>Actions</u> <ul style="list-style-type: none"> - Careful and considered consultation process - Briefing of key decision makers 	21	16
Reports to	CEC DMT and Project Board		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton – Corporate Director of Children Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			

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

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

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

Future outlook

Meetings of the Steering Group have taken place on 8th April and 1st May

The Steering Group has identified the need to review the actual costs of provision for children with specific primary needs. The 2019 census data indicates a continuing trend in the growth of numbers of children and young people with autism and SEMH as their primary need. The steering group is developing proposals linked to the graduated provision pathways that need to be in place across mainstream and specialist settings.

An update report has been submitted for Schools Forum (meeting on 9th May). Final costed proposals will be taken to the July Schools Forum meeting.

The work on SEND capital projects is progressing and a period of parental engagement will take place in June/July.

Specific capital projects linked to the development of outreach AP and specialist AP at the Danesgate Community will be reported to the Council's Executive.

Work has taken place to review the costs/benefits of the current enhanced resource provisions (ERPs). Increasing parental demand for places in the existing ERPs suggests the need for an additional primary ERP. There is also a need to revisit the current funding model to reflect the increasing complexity of needs that the ERPs are dealing with - this is particularly needed in the case of St Paul's Nursery and Haxby Road.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Children and young people with SEND are unable to access education provision -	Work taking place both through the School Place Planning Project and the Inclusion Review is identifying where additional	21	20

<p>There are insufficient specialist and mainstream places for children and young people with SEND. This will mean that the LA is failing to deliver its statutory sufficiency duty.</p> <p>Consequences The LA would be subject to legal challenge from parents and carers.</p>	<p>mainstream and specialist places are needed. The LA has received additional capital funding from the DfE to provide places for children with SEND and an outline programme of capital works has been developed.</p> <p><u>Actions</u> Work has taken place at Hob Moor Oaks to meet the needs of children with complex autism. Project plans are being developed for an additional primary enhanced resource provision and a secondary satellite.</p>		
<p>The financial pressures on the High needs block are not managed effectively which would create an increasing deficit.</p> <p>Consequences There would need to be a reduction in central SEN services and/or the LA would need to request a virement of funding from the Schools Block of the DSG, this would impact adversely on school budgets and would cause reductions in school staffing and the curriculum which would have a negative impact on provision for children and young people</p>	<ul style="list-style-type: none"> - The current use of high needs funding is being reviewed and potential savings identified. The development of more in city provision for children and young people with SEND is reducing cost post 19 as more young people are staying in city rather than accessing residential placements out of city. - The development of joint commissioning processes across education, health and care will help to mitigate pressures on the High Needs DSG. - Development of alternative provision pathways which are locality based will help to reduce transport costs. <p><u>Actions</u></p> <ul style="list-style-type: none"> - Development of more provision through completion of capital projects. - Review of alternative provision to ensure a graduated response to children with SEMH as their primary need has been 	21	20

	developed.		
The number of permanent exclusions increases - The work to rewrite the BAP protocols and to tighten admissions criteria for the Danesgate Community may result in an increase in permanent exclusions. Consequences The LA will have to arrange provision for permanently excluded pupils.	The current approach to management has kept permanent exclusions low however, there has been a rapid rise in the number on roll at the Danesgate Community. <u>Actions</u> A sub group is working on the re-drafting of the BAP protocols. Changes to the Ofsted inspection framework will challenge schools to ensure that they are not off rolling children.	20	20
Increase in legal challenge from parents - There is an increase in parents pursuing tribunal claims as a result of not being able to access education provision for their children. Consequences Legal costs escalate and there is reputational damage to the LA	The review and development of the additional ERP and satellite provision plus extension of the post 19 local offer. <u>Actions</u> Use of SEN capital to add additional places and co-construction with parents.		
Reports to	CEC, DMT		
Exec member	Cllr Ian Cuthbertson		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive November 2018: The Inclusion Review and the Special Needs Capital Grant https://democracy.york.gov.uk/documents/s127183/The%20Inclusion%20Review%20and%20SEN%20Capital%20Grant%20Executive%20final%20draft.pdf		

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

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

Current status

GREEN

- An audit of all of the ICT equipment and systems has been completed.
- Interviews with staff and management have been conducted to identify key challenges faced with the current IT infrastructure. Some of the main areas encompassed efficiencies in the workplace, connectivity, mobile/agile working, and detailed performance reporting.
- User requirements for service manager, a comprehensive list of products and services offered and information on users and licenses for various software systems has been populated in order to better identify suitable IT solutions.

Future outlook

- Options for the ICT equipment and systems will be identified that meet the needs of user requirements – keep existing, use CYC alternatives, remove, replace.
- Market research which will break down service offerings and costings of various telecare software suppliers will be identified.
- Exploring the feasibility of removing call diverts from Marjorie Waite Court to improve quality of outgoing/incoming calls.
- Exploring feasibility of CYC and Tunstall kit integration in order to streamline work processes.
- Enhancing the efficient flow of calls coming through to generic phone number by updating direct/mobile numbers of staff on internal directory, leading to shorter time spent on calls and reducing unnecessary traffic.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Inability for on-call managers/control room mobile phones to access real-time/"live" spreadsheet for rota management.	In case of an emergency, remote access to an updated spreadsheet would be necessary.	14	5
Ability of CYC kit to integrate with Tunstall kit due to firewalls and network set up. Consequences	Clearly identified interfaces / external requirements, regular reviews and	14	14

Increase in duplication of work, margins of human error and time wasted.		communication with ongoing projects, corporate teams and external providers.		
<p>Inability to input updated and accurate information by Mobile Response workers and Assessment team on current IT kit and systems (connectivity) during community visits.</p> <p>Consequences</p> <p>Delay in having important real-time customer data, should another emergency occur very shortly after a visit.</p> <ul style="list-style-type: none"> • Lack of data flow impacting on business efficiency and data available. • Staff lose faith and resources utilised to find work around solutions. • Failure to realise efficiencies due to requirement to double key information from many other systems and send paper information to other areas. 		<ul style="list-style-type: none"> • Comprehensive detailed ITT. • Clearly defined contractual agreement, expectations, requirements and selection criteria. • Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. • Lead person with an understanding of the needs of the service areas. 	23	23
Reports to	CEC DMT and Project Board			
Exec member	Cllr Carol Runciman			
Director responsible	Corporate Director of Health, Housing and Adult Social Care: Sharon Houlden			
Dependencies	None			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)				