

\Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Older Person's Accommodation Phase 2(ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Amber	Green	Better
Community Stadium	Green	Green	Same
Adult Social care – Future focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing development (HCA partnership)	Amber	Amber	Same
Centre of Excellence	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Library Procurement Project	Green	Green	Same
Housing ICT Programme	Green	Green	Same
Smart Travel Evolution Programme STEP	Amber	Amber	Same
Procurement of ICT Services	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

Detailed Updates

Project title	Older Persons' Accommodation Programme Phase 2
Reporting period	March 2019
Description	
<p>To provide, and ensure the provision of, a range of accommodation to address the housing (and care) needs of the city's older residents. The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 population. This will:</p> <ul style="list-style-type: none"> • Deliver a 10 unit extension and refurbishment of Lincoln Court Independent living scheme • Build a 29 unit extension to the Extra Care scheme at Marjorie Waite Court, plus provide 4 bungalows on the site • Carry out community and stakeholder engagement to establish the demand for specialist older person's housing and the issues facility residents of the city in relation to age related housing. • Complete procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and • Encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. • Complete the transfer of Haxby Hall care home to a care provider who will extend and enhance the provision on site. • Review the Council's Independent Living stock to ensure it meets the needs of existing and new tenants and to seek opportunities to increase its capacity. 	
Current status	
GREEN	
<p>A gateway review of the Older Person's Accommodation Programme Phase 1 was carried out in February. This addressed progress against objectives and identified risks to the delivery of the programme. Many elements of the programme completed and delivering on the expected outcomes. Some outcomes still to be realised. Business care for Oakhaven to be revisited.</p>	
Glen Lodge Extra Care scheme	
<ol style="list-style-type: none"> 1. William Birch & Sons Ltd are on site to integrate the original and new 	

wings, this includes re-decoration of communal corridors in the original wing, the refurbishment of the original communal lounge and dining areas and the addition of a 'mini' laundry on the first floor. The work is scheduled to be completed by 31.3.19.

2. 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.

Burnholme Health & Wellbeing Campus

1. Our partner for the Care Home @ Burnholme have appointed their builder and now plan to begin construction in March 2019. We have limited their access to site until all contractual documents are signed. We have now received final versions of the lease and care contract documents. Resident news letters will be distributed next week to inform them of the work being carried out across the site.
2. Stage 2 procurement for the Sport Centre refurbishment is now complete. The contractor is due to start on site on 18th March. The pitch works are scheduled for Spring/Summer 2019. Temporary toilet and changing facilities have been delivered to site.
3. Pond works have started on site.
4. Work continues to ensure that JRHT reinstate the cycle/foot path between the Burnholme site and Derwenthorpe. Work is likely to commence towards the end of winter.

Oakhavan Extra Care Facility

1. Ashley House has appointed Places for People Housing Association as partner to be involved in the management of the Oakhaven Extra Care Scheme. Due to the lack of progress on site we have written to Ashley House to advise that we are mindful to recommend to executive that they no longer pursue working with them on the scheme.
2. An alternative route to deliver specialist older person's accommodation on this site will be sought over the spring.

Marjorie Waite Court Extra Care Scheme

1. The contracts have now been signed between Hobson Porter and CYC. The agreed contract sum is £5.433m. A pre-start meeting has been held. Work will start on site on 18th March 2019. There will be an official start on site press and photo opportunity.
2. 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.
3. The community halls staff are working with a community partner to develop a business plan for operating the community hall once

complete.

4. The project will be managed to incorporate some of the lessons learned from the Glen Lodge development. There will be a focus on staff and resident engagement, communication between teams and ensuring that the existing and new build elements of the scheme are well integrated.

Haxby Hall

1. Following a Procurement exercise Yorkcare Homes have been selected as the preferred bidder to take forward the transformation of Haxby Hall care home. The scheme is reliant on the acquisition of the adjacent ambulance station. A possible site has been identified for the provisional of the ambulance station. Work is underway to negotiate the purchase of this land and design a scheme which will be acceptable in planning terms and will meet the needs of the ambulance service. A recent conversation with Yorkshire Housing has indicated that they are mindful to agree to sell the site to us.
2. We have now appointed a planning agent to take the re-provision of the ambulance station scheme forward to planning.
3. Initial discussions with highways indicate that the alternative site for the ambulance station may be acceptable, but following a tree survey the Landscape architect has indicated that she would oppose any scheme on the site as it would require the removal of some mature trees.
4. We now have provisional approval from the site owners to sell the site to CYC for the ambulance station, subject to planning approval.

Lincoln Court

1. Following the decision, based on H&S advice that Lincoln Court has to be unoccupied for the duration of the construction works a design review was undertaken on the scheme that gained planning approval in December 2018. This design was predicated on the scheme remaining occupied and influenced the location of the boiler room and communal lounge. The design review has resulted in a re-submission of a planning application on the 16th January which will be determined in April 19. The updated design now offers 15 new build wheel chair accessible apartments, an improved communal lounge which better integrates the original and new wings, a guest suite and increased office accommodation.
2. Following the design review an updated cost estimate has been produced by Aecom, this cost estimate in addition to the costs associated with re-locating tenants and consultant fees has resulted in a budget of £4.7m being requested to proceed with the project. A paper is being taken to Executive on 18th March outlining the business case in relation to this request.
3. Housing management colleagues are continuing with to work with

Lincoln Court tenants to identify suitable alternative accommodation. All tenants will have the choice to return to Lincoln Court when the works are completed or to remain in their alternative accommodation. The first tenants are due to move out this month, all tenants will be moved by the 31st May 2019.

4. Sewell Construction and their appointed design team are continuing to work up the detailed design for Lincoln Court, they have agreed the cost estimate with AECOM prior to submission to CYC. If Sewell Construction provide costs for the Centre of Excellence, Hob Moor Playing Fields and Lincoln Court that are within budget then they will be appointed to complete the works. Their proposed start on site date remains at 3rd June 2019 with an estimated completion of April 2020 for Lincoln Court and May 2020 for the Centre of Excellence.

Lowfield Care Home

1. Legal and procurement documents are being drafted to procure a care home developer and operator for an 80+ bed care home on the Lowfield Green site. We aim to go out to procurement in the spring with a view to appointment 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. Their show flat will be available from April 1.
2. The Abbeyfield Society has secured planning consent and Homes England grant for the construction of a 25 home extension to their scheme at Regency Mews off Tadcaster Road. We have agreed nomination rights to a proportion of these homes. Work is expected to begin early in 2019.
3. Work has begun on site to construct a new care home on the former Fordlands care home site and is due for completion by the December 2019.
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.

Future outlook

Key work themes for the next period will include:

- Start on site at Marjorie Waite Court 18th March 2019.
- Start on site for the Burnholme sports centre contractor 18th March

2019.

- Pre-start meeting for Burnholme Sports pitch contractor.
- Completion of Burnholme drainage pond works.
- Lincoln Court report to executive to seek approval for the budget to carry out the refurbishment and extension work.
- Detailed costing for Lincoln Court work from Sewell due 30th March 2019.
- Procurement documents to be finalised for Lowfield care home.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
There is insufficient funding to deliver all of the elements of the project.	<ul style="list-style-type: none"> - Sale of vacant OPH sites and land at Burnholme. <u>Actions</u> <ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - Use of capital receipts rather than borrowing. <u>Actions</u> <ul style="list-style-type: none"> - 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. Needs remain unmet.	<ul style="list-style-type: none"> - Regular market review. <u>Actions</u> <ul style="list-style-type: none"> - 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 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	<ul style="list-style-type: none"> - Business and financial management. - Options to combine on site care and housing teams to bring efficiencies being considered. <u>Actions</u> <ul style="list-style-type: none"> - Maintain staff morale and focus through regular, open and honest briefings/updates; 	14	8

<p>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>engagement through EPH Managers and staff groups; investment in staff training, support and development.</p>		
<p>Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.</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
<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.</p>	<ul style="list-style-type: none"> - Regular updates to Director and executive member. Increased resources being put into the work. Preferred bidder working with CYC to progress the work. <p><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. 	21	15

<p>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. 			
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman		
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</p>		

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=>

Executive November 2016 (Willow house OPH)

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4>

Executive December 2016 - Older Persons' Accommodation Programme Update

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

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

<http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf>

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

<http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf>

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

<http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf>

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

<http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf>

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

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

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

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

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

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

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

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

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

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

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

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

Executive February 2018 – Disposal of Willow House

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

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

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

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

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

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

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

Executive September 2018

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

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

Executive October 2018 – A Further Phase

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

Project title	York Central
Reporting period	March 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 is anticipated to be heard by planning committee in late March. The detailed application for phase 1 infrastructure which is being prepared will be submitted following this in early summer.</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 returns due in late March.</p> <p>The WY+TF Full business case (having been conditionally approved by WYCA PAT), will progress to Investment Committee 13th March. The HIF FBC is in 'clarification' stage with investment panel consideration due 18th March.</p>	
Future outlook	
<p>Over the coming month;</p> <ul style="list-style-type: none"> • tender returns will be received from prospective infrastructure delivery partners • planning committee consideration will take place on the OPA • funding approvals from WYCA should be achieved 	
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.	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.	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. <u>Actions</u> Continued resourcing of the identified control measures.	24	22
Inability to secure all/ some	1. The timely and appropriate	22	22

<p>identified HIF infrastructure funding due to:</p> <p>a) Delivery timescales</p> <p>b) Business case assessment</p>	<p>resourcing of co-development work.</p> <ol style="list-style-type: none"> 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. <p><u>Actions</u> Continued resourcing of the identified control measures.</p>		
<p>No availability of land for bridge landing point.</p>	<ol style="list-style-type: none"> 1. Response from Northern required confirming No Objection to disposal. No other outstanding responses or objections. 2. Application for specific consent for disposal to be applied for once Northern response received. <p><u>Actions</u> Continued resourcing of the identified control measures.</p>	<p>22</p>	<p>17</p>
<p>Reports to</p>	<p>York Central project working group feed in to the York project steering group which feeds Executive, Economic Development and Transport Policy and Scrutiny Committee.</p>		

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

Decision Session – York Central Design Guidelines

<http://democracy.york.gov.uk/documents/s125211/Report%20-%20York%20Central%20Design%20Guide.pdf>

Executive August 2018

York Central Update – Western Access

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

**Executive November 2018 – York Central Enterprise
Zone investment Case**

<https://democracy.york.gov.uk/documents/s127174/York%20Central%20Exec%20-%20EZ%20Nov%2018%20v8.pdf>

Executive January 2019

York Central Partnership Legal Agreement

<https://democracy.york.gov.uk/documents/s129230/York%20Central%20Exec%20-%20PA%20Jan%2019%20v%2011.pdf>

Project title	Castle Gateway
Reporting period	March 2019
Description	
<p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status	
AMBER	
<u>Work Package 1</u>	
<p>St George's Field - The response to the application to divert the Yorkshire Water overflow sewer is due in mid-March. Once it has been confirmed that the sewer can be diverted there are approximately 8 weeks of design work remaining on the planning application, which will allow an application to be submitted at the end of May. Pre-application discussions are continuing, and having reducing the height of the multi-storey car park by one level we are hopeful that the application will be supported by Historic England and conservation officers.</p>	
<p>Castle Mills - the detailed design of the pedestrian/cycle bridge is progressing with meetings planned with technical officers and stakeholder groups. The foundation design for the apartments is complete and has been submitted to Yorkshire Water to ensure it does not impact on the sewer that crosses the site, and we are awaiting a response to an application to Northern Power to ascertain what scale of sub-station will be required to power the building. Positive discussions have taken place with the Housing Delivery Team to explore options for the council to retain the affordable housing elements of the scheme, and a paper will be taken to their project board. The target is to submit the planning application at the same time as St George's Field in May.</p>	

Fishergate junction improvements - WSP have been commissioned to lead the West Yorkshire Transport Fund bid for the junction improvements and other highway interventions in the Castle Gateway and wider city and are now working on the proposal to re-purpose the council's outstanding funding headroom from historic projects which are no longer proceeding.

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, and then each developer will implement the section for which they are responsible. The design work will be complete by the end of April.

Public engagement - the next phase of My Castle Gateway public engagement is well under way. A number of events have taken place which has produced a public brief for the design of Piccadilly which has been passed to the design team. In March events on the detailed proposals for St George's Field and Castle Mills will be held at Spark:York, including walking tours of the sites. This will feed in to the designs before another series of events to showcase the final plans in May.

Work Package 2

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

York Museum Trust/English Heritage/CYC partnership - The partnership continues to meet monthly to drive delivery of our shared ambitions. York Museum Trust have appointed their architects for their Heritage Lottery Fund bid to improve and extend the Castle Museum. A joint meeting of both project's architects was held to share the council's latest proposals for the area at the rear of the museum and the site of the new bridge. YMT are comfortable that the bridge will fit with their future ambitions for the museum. A meeting will be held in mid-March to establish an agreement in principle with YMT to open up that area to public access in advance of the planning application for the new Foss pedestrian/cycle bridge submission in

May.

Future outlook

Yorkshire Water's response to the application to divert the overflow sewer at St George's Field is due on 15th March. This is a key milestone for the project which will confirm whether the diversion is feasible, the cost, and their programme for undertaking the work. They have indicated during the application process that it is feasible. On receipt of their response - assuming it is positive - the next stage of design work can commence to allow a planning application to be submitted. The cost will also allow the impact on financial viability to be assessed and a more accurate delivery programme to be established.

Alongside the ongoing design work for the planning applications in work package 1 officers will begin to establish and assess the delivery and funding strategy for the first phase of the project. This will be taken to the Executive in the summer for approval.

In advance of purdah a number of public engagement events in March will seek feedback on the latest proposals for St George's Field and Castle Mills. This will allow the plans to be refined before a further series of events in May to show the final plans.

Key risks

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

	<ul style="list-style-type: none"> • Cost control <p>Mitigating Action</p> <ul style="list-style-type: none"> • Next stage of the My Castle Gateway engagement about to commence • Continual updates through the My Castle Gateway social media accounts • Ongoing dialogue with all political party leaderships • Attendance at appropriate ward committees and public meetings • Short term and meanwhile uses to build public confidence in delivery <p><u>Latest Update</u> Following a project risk workshop all major risks have been updated or replaced</p>		
The project proves to be financially unviable	<ul style="list-style-type: none"> • Financial planning • Financial management • Contract management • Performance management • Procurement processes • Ongoing assessment of design iterations <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Cost analysis of each iteration of the design process • Masterplan broken down in to self-contained work packages • Seeking and applying for new regional and national funding streams 	20	20
Project partners fail to deliver, impacting on the masterplan	<ul style="list-style-type: none"> • York Museum Trust/English Heritage/City of York Council partnership • Ongoing Steamrock negotiations • Programme Management • Communication plan • Compartmentalising the masterplan 	15	14

	<p>to safeguard delivery in sections</p> <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Memorandum of Understanding between York Museums Trust/English Heritage/City of York Council setting out shared ambitions and delivery timescales • Leeds City Region Business Rates Pool funding secured for York Museums Trust to bring forward their design proposals • Ongoing negotiations with Steamrock over lease restructure 		
<p>Planning consent for work package 1 is refused or delayed</p>	<ul style="list-style-type: none"> • Significant public engagement through My Castle Gateway • Communication with Members • Engagement with statutory bodies • Pre-application advice • Respond to and mitigate concerns • Commit sufficient resources <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ongoing dialogue with statutory bodies • Public engagement through My Castle Gateway • Delayed planning application submission to respond to merging concerns and constraints 	19	18
<p>The council's Local Plan is not adopted and/or there are issues with the sections and policies which relate to Castle Gateway</p>	<ul style="list-style-type: none"> • 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 	14	14

	<p>designation</p> <ul style="list-style-type: none"> Loss of commercial return from apartments means masterplan is unviable <p>Mitigating Actions</p> <ul style="list-style-type: none"> Engagement with the Local Plan team to prepare for the examination 		
The necessary sewer diversions and/or easements are not possible or are prohibitively expensive	<ul style="list-style-type: none"> Engaged with Yorkshire Water at strategic director level to ensure project buy in Developed design solution with CYC consultants Submitted application to divert in August and provided all information required <p>Mitigating Actions</p> <ul style="list-style-type: none"> Chase Yorkshire Water to respond by the delayed March deadline 	20	18
Reports to	<p>The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of these being the responsibility of the Castle Gateway Working Group. This working group was established in January 2017 and serves as the project board and meets 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</p>		

	<p>consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.</p> <p>The Castle Gateway project manager has defined expenditure levels under the Council's Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive are taken to the appropriate decision making route as set out by the council's governance and decision making framework. Dependent on the nature and scope of the issue this may be an officer decision, Executive Member decision, or require a full Executive decision.</p>
Exec member	Cllr Ian Gillies
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 - York's Southern Gateway http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive November 2016 - Land Assets on Piccadilly http://democracy.york.gov.uk/documents/s110378/Executive%20report%20-%20Update%20on%20land%20assets%20on%20Piccadilly.pdf</p> <p>Executive January 2017 – Update York Castle Gateway http://democracy.york.gov.uk/documents/s112252/York%20Castle%20Gateway.pdf</p> <p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park http://democracy.york.gov.uk/documents/s116648/Castle%20Car%20Park.pdf</p> <p>Executive April 2018 - Castle Gateway Masterplan http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive October 2018 Proposed Temporary Uses of Part of Castle Car Park http://democracy.york.gov.uk/documents/s126509/Rose%20and%20Viking%20Hall.pdf</p>

Project title	Local Plan
Reporting period	March 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

A further response was issued by the Council to the Inspectors on 29th January 2019 and can be viewed in the examination library at;
<http://www.york.gov.uk/localplanexamination>

The response included the submission of an updated housing needs report (OAN) produced by GL Hearn following approval by the Corporate Director of Economy and Place in consultation with the relevant members in

accordance with the delegated authority from Council.

A report was taken to Local Plan Working Group on 27th February and will be reported to the Executive on 7th March. The report asks members to note the additional technical evidence on OAN following submission to PINS in accordance with the delegated authority from Council. The report also updates members on further work undertaken in relation to the Habitat Regulations Assessment (HRA) and the implications for the submitted Plan. Executive are asked to make any consequential decisions required due to the HRA updates where the specific decisions are considered to be outside the scope of the existing delegation. This includes the removal of proposed housing allocations adjacent to Strensall Common SAC (A European protected site).

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	<ul style="list-style-type: none"> - Local Plan with associated core documents and evidence base submitted for examination in public. <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
The plan isn't adopted in an appropriate timeframe potentially leading to damage to the council's image	<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
Risks arising from failure to comply with the laws and regulations relating to Planning, the SA, the SEA and HRA processes.	<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 with the Council's ability to utilise planning gain and deliver strategic infrastructure.	Develop Local Plan policies linked to planning gain, undertake viability and deliverability work and progress CIL. Actions Work ongoing in the Local Plan team.	19	18
Failure to submit or adopt a Local Plan	- 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. Ian Gillies & Cllr. Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another 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</p>		

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

Executive July 2017

<http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf>

Executive October 2017

Minerals and Waste Joint Plan - Submission

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

Local Plan Working Group January 2018

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

Executive January 2018

<http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf>

Executive May 2018

City of York Local Plan – Submission

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

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%202018.pdf>

Executive March 2019 - Update

<https://democracy.york.gov.uk/documents/s130691/Final%20Exec%20Local%20Plan%20report%20Feb%202019.doc.pdf>

Project title	The Guildhall
Reporting period	March 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 is now in the standstill period prior to advancing to contract award anticipated late March 2019.</p>	
Future outlook.	
Should no challenges be made during the procurement standstill period it is	

expected that the contract be awarded to the successful contractor in late March 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	<ul style="list-style-type: none"> • Pre tender review of documentation Actions <ul style="list-style-type: none"> • Rectification of deficiencies 	19	19

contractor to seek extra payment.			
Reports to	The Guildhall board reports to Economy and Place DMT and PM updates Executive member and Executive when required for updates and approvals.		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Local plan		
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</p>		

<http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf>

Executive May 2018: The Development of the Guildhall Complex

<http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf>

Executive February 2019: Redevelopment Tender Evaluation & Project Business Plan Appraisal

<https://democracy.york.gov.uk/documents/s130231/Exec%20Guildhall%20May%202019%20Final%203.pdf>

Project title	Community Stadium
Reporting period	March 2019
Description	
<p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status	
GREEN	
<p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Superstructure now complete across the commercial building, east stand, west stand and north stand, hub and leisure building. • South stand superstructure ongoing. • Commercial building changes have put the completion and opening of the cinema and restaurants back to November 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 6-8 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:

- Roof and cladding for the North and South stands until end of April 2019.
- Completion of the road and connections build by end of July 2019.
- Completion of the commercial build by end of July 2019.
- Confirmation of tenants for the commercial unit by 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 November 2019.
- Stadium and Hub Tenant fit out expected autumn 2019.
- Stadium and leisure Site open and operational autumn 2019.
- Commercial site predicted opening November 2019.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
YFCFC 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 YFCFC as part of proposed occupancy agreement. 3. Mitigating CYC's financial exposure as part of risk transfer to bidders. 4. Ongoing project meetings with YFCFC 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 commercial return on commercial proposals to the full value expected.	<ol style="list-style-type: none"> a. Savills report supports figures as proposed b. Potential to increase the amount of retail in the final scheme c. Reduce the outputs of the 	19	19

	<p>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 unit.</p> <p><u>Actions</u></p> <p>Mitigation is to find tenants.</p>	19	19

	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.	19	18
The commercial development has made a 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.	Contract completion and handover are subject to penalties if late. Potential to accept delay if only minor and has no real impact on CYC or its partners.	14	14
Reports to	Project team report to the Director of Finance and		

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

Project Title	ASC - Future Focus
Reporting period	March 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:
During February 2019 the project has highlighted key unique characteristics of the "York model" which moves beyond demand management of current processes into proactive analysis of spend in care with the aim of connecting commissioning, strategic and investment decisions. This model has been extremely well received and the team

has had approaches from Leeds, Bradford, Liverpool, Thurrock, Torbay and Croydon local authorities to learn more about this and implement key aspects of this approach. In addition our partners at NDTi have expressed an interest in the intellectual property of the model or in supporting its development through some other means. There appears to be a commercial opportunity arising from our model. Work will continue on this during the final stages of the project with the aim of identifying either a vehicle for this or to rule out any further progress. See next period plans and note issues.

- Continue with new structure (1)(See Issues)

Changes to team structures in the Case management System (Mosaic) have become a dependency to the HR changes as we have been advised that to do the structural changes to support. An issue was raised by ICT colleagues that resources to undertake this change during the planned period were not available and this could present a significant delay to the changes and hold up the implementation of the model as the universal offer. The issue was passed to the Mosaic Board (Feb 2019) where options have been discussed to deal with the resource issue. ICT colleagues have progressed the changes in test to outline resources and time-scales and an update on new time-scales and the impact of these during the next period.

- Continue with new structure (2)

Notwithstanding the work above, the team continues working with HR to reshape the current structure and rationalise job descriptions in Care Management teams. The priority amalgamation of front-line teams (CAAT and LTT) has been agreed and this plan shared with union representatives though the directorate meetings.

- Continue roll-out of review processes

Initial meetings have taken place with Review Managers in the service to outline the proposed changes to review processes in light of the new operating model opportunities as planned. Legal agreement on streaming reviews to allow us to target the highest priority has been received and allows us to plan and schedule accordingly. Some specific issues and changes are arising here that need to be considered: (1) The departmental approach to Reviews and Assessments as social work processes. In the new model this work will be fundamentally the same as a message that this is our core business and changes will be necessary for all staff; (2) Sickness in the department affects this staff group at the moment and so change and messages around change are difficult to impart. These will be placed on the issues register and passed

to the HHASC Adults Management Team for Social Care which meets each fortnight.

- Review of interim staffing arrangements
Business cases supporting short term staffing were agreed during the last financial year dealing with specific barriers to implementation of the model. A review of the efficacy and use of these resources will take place in the next period.

Future outlook

The activities planned and required for the next period are:

- Progress the York Model:
Contacting the LGA Enterprising Councils group for advice and views on commercialisation or trading of the model. Meeting with Audit (Veritau) on approach and advice on commercialisation. Report to DMT on opportunities.
- Continue with new structure (1)(See Issues)
ICT colleagues have progressed the changes in test to outline resources and time-scales and an update on new time-scales and the impact of these during the next period.
- Continue with new structure (2)
Continue working with HR to reshape the current structure and rationalise job descriptions in Care Management teams. The priority amalgamation of front-line teams (CAAT and LTT) has been agreed and this plan shared with union representatives though the directorate meetings.
- Continue roll-out of review processes
Get messaging correct on the departmental approach to Reviews and Assessments as social work processes. In the new model this work will be fundamentally the same an a message that this is our core business and changes will be necessary for all staff; These will be placed on the issues register and passed to the HHASC Adults Management Team for Social Care which meets during the next period.
- Review of interim staffing arrangements
Business cases supporting short term staffing were agreed during the last financial year dealing with specific barriers to implementation of the model. A review of the efficacy and use of these resources will take

place in the next period

- Initiate project closure processes and agree business as usual responsibilities (ongoing to April 2019).

Whilst a significant amount of change will have taken place by the 1st April 2019, it is envisaged that continual adaptation of the processes to realise the benefits, maintenance and changes to the systems as well as training and support of staff will remain a requirement for the business. The project will outline any residual requirements and work with senior management to establish capacity within the business to agree resource support these. An end stage project report will be undertaken in the next period for presentation to HHASC DMT as board for approval.

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.	Objective external appraisal of Benefits / Savings. <u>Actions</u> Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.	14	8
The changes do not realise the required levels of financial benefits. Despite changes, external or unforeseen factors prevent full extent of savings to be realised putting ASC financial Savings plan at risk.	An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones for all Stakeholders. 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.	19	14

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

Project title	Outer Ring Road (A1237)
Reporting period	March 2019
Description	
<p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status	
AMBER	
<ol style="list-style-type: none"> 1. Planning for commencement of enabling works for Jcn 7 Monks Cross i.e. hedge removal, Great Crested Newt (GCN) and site compound erection. 2. Continuation of negotiations for acquisition of land at Monks Cross (MX). Terms have been agreed with three landowners, negotiations continue with a fourth. 3. A noise survey has been completed at Jcn 7 Monks Cross. 4. Met landowner from Jcn 3 Clifton Moor. 5. Commencement of a public engagement process for Jcns 3 and 4 (Clifton Moor and Wigginton Road). 6. Initial planning for surveys and site investigation of the proposed for junctions 3 and 4. 7. The Project Team have been assessing the implications of the proposed dualling scheme (A19 Rawcliffe - A64 Hopgrove) on the design and construction of the YORR Junction scheme. 8. Dialogue has taken place with the DfT team about the Outline Business Case for the proposed YORR Dualling (A19 Rawcliffe to A64 Hopgrove). 9. A meeting was held to determine the approach for gaining Planning Approval for the proposed dualling in 7 above. Consequently a Screening Opinion Request is being prepared for submission in March 2019. 10. A representative from the Project Team attended a public meeting at Huntington and New Easwick to update members of the public. 	
Future outlook	
Planned Activity for March 2019	
<ol style="list-style-type: none"> 1. Continue with and complete the public engagement process for Jcns 3 & 4 (Clifton Moor & Wigginton Road). 	

2. Undertake hedge clearance and GCN mitigation at Jcn 7 Monks Cross.
3. Seek to acquire land in the eastern segment of Jcn 7 Monks Cross.
4. Complete all other early entry agreements to allow access to land at Jcn 7 Monks Cross.
5. Monitor progress for the HIF bid on Jcn 3 Clifton Moor.
6. Continue dialogue with DfT on the outline business case for the YORR Dualling (A19 Rawcliffe to A64 Hopgrove).
7. Meet landowners from 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>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><u>Actions</u> It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>	20	19
<p>WYCA withdraw funds for YORR Improvements. All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p><u>Actions</u> 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</p>	<p>Commencement of talks with the Planning Authority to understand what reports and</p>	14	13

<p>these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p>	<p>activities will be needed to be undertaken. <u>Actions</u> 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 newts have been cleared.</p> <p>Dec 2018 - The work of the ecologist is being carefully managed. A revised application should be</p>	<ol style="list-style-type: none"> 1. The change to the Natural England licence has been resubmitted to gain a revised permission in early 2019. 2. The Ecology consultant has been instructed to implement trapping at the earliest juncture. 3. The design of the junction upgrade is being considered for minor alterations to reduce the impact. 4. The contractor's programme will be adjusted to accommodate this risk. 5. As a key risk, this matter is being given a weekly level of scrutiny. 	<p>19</p>	<p>14</p>

<p>submitted to English Nature in late Dec 2018. This does not reduce the risk but ensures that the admin arrangements are in place. The GCN are only present in two segments of the proposed junction upgrade and there is scope to work around this in the early stages of the project.</p>			
<p>Purchase and access to land at Monks Cross - There are five areas of land to purchase at Monks Cross to accommodate the junction upgrade. Two landowners have entered into discussions with CYC's agents and discussions are positive. However the other three landowners are proving difficult to get hold of. One is a bank, one is a trust and the final one is a business which is not active.</p>	<p>DVS, land agents acting on behalf of CYC have been instructed to go ahead with all speed to purchase the necessary land. This is reviewed weekly.</p> <p>Feb 2019 - Following two months of intense activity, progress has been made on all but one of the land parcels. The remaining land owned by Standad & Commercial is still proving difficult to acquire. Recent progress with the agents has resulted in positive responses but no action to allow CYC to initially remove the hedgerows.</p> <p>Mar 2019 - Whilst relationships with the landowner of the eastern quadrant are good and open there has been little progress due mainly to the unavailability of the agents. Efforts continue to make contact and start proper negotiations.</p>	<p>20</p>	<p>20</p>

	<p><u>Actions</u></p> <p>CYC could enter into an early entry agreement with the landowners and pay some of the cost of the land in advance.</p> <p>Feb 2019 - In order to mitigate, the following can be offered:</p> <ul style="list-style-type: none"> - 50% advanced payment as above; - Accommodation works to suit the owner e.g. fencing and gates - Take down and dispose of existing shed. - Purchase of whole field as highway improvement requirements may blight its future potential. <p>Mar 2019 - CYC have three proposals to make to Standard and Commercial Land:</p> <ol style="list-style-type: none"> 1. Purchase of basic land requirement with 10% uplift 2. Purchase of whole parcel, circa £150k 3. Invite the landowner to dedicate the basic land requirement. <p>All these are also underpinned by an offer to pay money up front with and Early Entry Agreement.</p>		
Reports to	Project reports into the Transport board, Project Board and Lead Members Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		

Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	LTP4, Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p> <p>Executive December 2018 A1237 Outer Ring Road – Dualling Update https://democracy.york.gov.uk/documents/s128823/Exec%20report%20-%20YORR%20Dualling%20-%202020-12-18%20Final.pdf</p>

Project title	Housing Development Programme (HCA Partnership)
Reporting period	March 2019
Description	
<p>The accelerated delivery of mixed tenure housing across multiple sites in the city.</p>	
Current status	
AMBER	
<u>Lowfield</u>	
<p>The first package of enabling works, including removal and maintenance of trees, crushing of foundations and creation of haul roads on site has commenced. Tree works have been completed and the crushing of the old school foundations will commence imminently. A second public consultation regarding these works took place on 5th March at the Gateway Centre and was attended by around 30 people.</p> <p>Tenders are due back from the prospective house building contractor on 25th March.</p>	
<u>Askham Bar and Burnholme</u>	
<p>The tender for the programmes multidisciplinary design framework was published on February 4th. The framework will bring in the architects and supporting design team for sites in the programme over the next 5 years. 51 practices made submissions and these are currently being reviewed with five to be taken forward to stage two of the process.</p>	
<u>Self and Community Build</u>	
<p>Tim Moon has been appointed as the Council's new Community and Self Build Officer. Tim started within the Housing Delivery team on 4th March and will initially be leading on the marketing and sale of the self build plots at Lowfield.</p>	
<u>Branding</u>	
<p>Around 20 submissions have been received from creative agencies in response to a request for services relating to the branding of the Housing Delivery Programme and the sites that will be delivered within it. This work particularly relates to the look and feel of sales and marketing material for the open market sale and shared ownership housing homes to be developed.</p>	

Future outlook

Lowfield

Tender evaluations will be received from the prospective house building contractors. These will be scored on both price and quality and a preferred bidder selected.

Enabling works will continue on site including site strip, the creation of a haul road, and the improvement and creation of accesses into the site from Tudor Road and Dijon Avenue. New car parking spaces are to be created on Tudor Road alongside new tree planting.

Askham Bar and Burnholme

The five highest scoring multi-disciplinary design services tender submissions will be selected to progress to stage two of the process. This stage includes scoring around price, service standards and quality and a mini-design competition.

Site surveys will be undertaken on these sites to inform the design process once an architect is selected from the tender process.

Conveyancing

The process of procuring a legal practice to act on the council's behalf in respect of house sales at Lowfield and future sites within the programme will commence. This procurement process is being supported by our internal legal services team and will utilise the WYLAW framework.

Brand

The five preferred creative agencies will be invited to attend an interview with the selection panel to explain their ideas and outline their proposed work programme. A preferred agency will be selected and will commence work.

Sales

A procurement process to secure a local sales agent to act on the council's behalf in respect of the sale and marketing of open market sale and shared ownership homes at Lowfield will go live week commencing 18th March.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Development tender returns for Lowfield	Regularly updating of costs and revenue analysis prior to	19	18

<p>exceed budget - Exec approval given to utilise £4.5m of HRA resources to deliver the project. This is supplemented by sales receipts.</p>	<p>release of tender documents. <u>Actions</u> Value engineering to reduce costs and additional revenue/grant opportunities explored.</p>		
<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>Close partnership working with Yorkshire Water to ensure works are carried out on schedule and budget. <u>Actions</u> 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>Utilisation of cost consultants in estimating likely build costs at today's prices and in the future allowing for inflation. <u>Actions</u></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 	20	18
<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>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. <u>Actions</u></p> <ul style="list-style-type: none"> • Continued monitoring of 	19	18

	<ul style="list-style-type: none"> 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 		
Reports to	<p>Project team consisting of officers at the council who will advise on specialisms such as legal, housing, finance, and procurement. This project team feeds into the Housing Delivery Programme Board, which consists of senior officers and managers. The board guides decisions shaping the programme, setting objectives, scope, and timelines for projects. The board reports into the HCA as part of the partnership arrangement as well as One Public Estate. When milestones are met the programme will report into 'Capital and Asset Board' and 'Health, Housing and Adult Social Care' and 'Employment and Place' Management Teams for co-ordination and major project issues. Decisions taken by the Council Management Team followed by Executive.</p>		
Exec member	Cllr. Helen Douglas		
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, 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>
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Project title	Centre of Excellence
Reporting period	March 2019
Description	
<p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> a. Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. b. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region. <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> – Invest capital in developing a ‘Disability Centre of Excellence’ which has the potential to be a leader in innovative practice both regionally and nationally. – Make York Home for more disabled children and young people by reducing out of Area placements. – Develop and invest in service provision in order to generate future savings and income generating potential. – Deliver better outcomes for disabled children and young people including those with the most complex needs. <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
Current status	
GREEN	
<p>Planning</p> <ul style="list-style-type: none"> • Non material amendments based on value engineering exercise have 	

been discussed with Planning officer

Procurement

- Identified contractor is working with Design Team, as part of pre contract service agreement to develop a guaranteed Maximum Price that can be agreed.
- Joint procurement with Lincoln Court development, so links and dependencies are being managed

Design

- RIBA stage 4 re design needs to be completed
- Engagement and consultation continues to take place with parents / carers, front line staff and partner agencies.
- Contractor proposals and costings have been developed for playing field development.

Communication

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

Finance

- Initial cost estimate from Contractor has been submitted. This was significantly over budget, so value engineering workshops have been completed with Architects, Contractor, ME specialists. All VE options have been consulted and agreed with practice.
- Revised cost estimate has been completed by AECOM
- Re submission from contractor has been submitted which is still over budget.
- CYC are looking into options to increase budget and AECOM negotiating a reduced cost submission with Contractor

Legal

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

Governance

- Project Board and CMT have been briefed on cost position
- Options have been outlined
- Risks and decisions are being monitored and recorded

Future outlook			
<ul style="list-style-type: none"> • Seek agreement for cost position • Subject to the above • Action Deed of Variation - legal process • Action stage 4 re design work • Finalise capital grant agreement for health funding 			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
Budget Overspend - Costs increase and exceed allocated budget	<ul style="list-style-type: none"> • Finance reporting at every Project Board • Identified finance lead <u>Actions</u> <ul style="list-style-type: none"> • Effective management of contingency 	20	21
Planning application delayed or refused	<ul style="list-style-type: none"> • pre application • work with planning officer to address issues <u>Actions</u> <ul style="list-style-type: none"> • proactive engagement with local community • proactive engagement with planning officer / department • Anticipated issues addressed as part of feasibility 	23	23
Section 77 DfE application - to build on playing fields delayed or refused	<ul style="list-style-type: none"> • Early initiation • Involvement of CYC lead • Conversation with DfE lead • Compensation and mitigation in place <u>Actions</u> <ul style="list-style-type: none"> • Proactively identify and address application barriers and issues 	23	18
Engagement of parents - Parents of disabled children object to plans and relocation of the Glen.	Project Board report Communication, engagement plan for parents <u>Actions</u> <ul style="list-style-type: none"> • Co production approach to 	20	19

	<ul style="list-style-type: none"> planning and development • Communication and engagement plans in place for parents • Engagement officer capacity 		
Playing fields compensation can not be delivered at back of school	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 Keith Myers		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York http://democracy.york.gov.uk/documents/s116684/Short%20Breaks%20Flaxman.pdf</p> <p>Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York http://democracy.york.gov.uk/documents/s120973/Centre%20of%20Excellence%20for%20Disabled%20Children%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	March 2019
Description	
<p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
Current status	
AMBER	
This Period	
<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 are published in early 2019, these conversations with partners will need to mature and develop. 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 without sixth forms, to be signed off. Further information has been requested from those schools with sixth forms, which will allow their net capacity calculations to be completed upon receipt of this information.
- This data will continue to be used for the 'SCAP' process with central government, where it will be used for future funding calculations.

Communication

- The admission policies and numbers for the 2020/21 school year, which included several revised admission numbers and for which a public consultation took place between 8th October and 7th December 2018, have now been 'determined' by the Executive Member for Education, Children and Young People.
- Communication continues to take place with local schools and academy trusts in the city re: future forecasts. A presentation to highlight the future pressures in school place planning which took place last month to Head teachers and Academy Trust CEOs in the city, and later to all school head teachers, is now available on the York Education website. 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 next due for update in early 2019. The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and they include i) data on the expected number of additional dwellings and pupil yield; ii) the effects of additional strategic housing sites on demand in the year of entry; and iii) the effects of additional strategic housing sites on demand

in other year groups. There will be significant work to maintain alignment between Forecasts and Action Plans as the datasets evolve, and throughout the emerging Local Plan period.

- The February 2019 base forecasts are nearing finalisation and will soon be published 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

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

- The annual refresh of admissions and school places policies have now been undertaken and 'determined' by the Executive Member for Education, Children and Young People. These changes, which are in line with central government guidance and best practice, have led to a more robust set of policies and extended priority for some previously looked after children.
- 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

- Continuing to sign off capacity figures with individual schools leading to a better baseline of total city-wide buildings capacity into 2019 especially with regard to sixth form figures.
- Final formal sign off of the 2018 SCAP return is overdue, though this is dependent on work of the Department for Education.

Communication

- Continued engagement with local schools and academy trusts to gather their views and identify any potential plans about how they could assist in providing for future need, following the 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.
- 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 both Fulford and Archbishop Holgates.

Forecasting

- Continue working toward the 2019 data model, including confirming planning areas with DfE, and refining forecasting methodology.
- Work will begin 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.	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,	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	19	12

leading to under subscription of other schools.	under subscription at existing schools. <u>Actions</u> Continued examination of educational infrastructure and development of parallel data sets where significant housing is proposed, these forecasts are used to plan for future need.		
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.	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. <u>Actions</u> 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.	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	Quality assuring methodology with DfE through SCAP process, and internally delivering this work	18	12

assumptions are flawed; Forecast methodology and data inputs fails to provide accurate forecasts	through Business Intelligence		
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 Keith Myers		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf		

Project title	Library Procurement Project
Reporting period	March 2019
Description	
<p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries & Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
Current status	
GREEN	
<ul style="list-style-type: none"> • Tender evaluation was completed (round two) with the award of the service contract being made to Explore York. • The formal procurement award letter was issued on 26 February 2019, subject to funding approval at Full Council and the contract signing. • The 10 day stand still period was 26 February to 8 March 2019 inclusive. • Full Council on 28 February approved the additional revenue budget to support the new contract value. • Officer decision report completed. • A full set of leases, plans and contract award documents have been sent to Explore York on 1 March for agreement. • A mobilisation meeting with Explore York took place on 6 March to ensure a smooth transition could take place from the old contract to the new and confirm expectations in the coming weeks. • Press release issued in consultation with members and Explore York has resulted in many positive media reports. 	
Future outlook	
<p>The final stage of the procurement project will be to execute the legal contracts on 15 March 2019.</p> <p>As the contract is signed and the mobilisation period is complete, contract management will begin to ensure Explore York complete their obligations.</p>	

<p>For example, producing the first year delivery plan which delivers on the vision.</p> <p>Ongoing contract management will include; performance monitoring against a range of key performance indicators through to the delivery of the building transition plans to meet CYC vision.</p>			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Reports to	<ul style="list-style-type: none"> - Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making. - The project will be managed day to day at a service level, with a project manager and a working group to support technical input from across the organisation as required. 		
Exec member	Cllr Nigel Ayre		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p> <p>Scrutiny Report, May 2018 Library Service: Comprehensive Statement of Need http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments</p> <p>Explore York Libraries & Archives http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf</p> <p>Executive June 2018 – Procurement of Operator http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf</p>		

Project title	Housing ICT Programme	
Reporting period	March 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 remained at green now that progress remains on track and all risks continue to be managed.</p> <p>The evaluation phase for the housing ICT tender and a separate report is on the agenda to cover this. Subject to Board approval the programme team will start a period of due diligence and will start to work on contract negotiation and implementation planning with the chosen supplier.</p> <p>Service design workshops to design the future 'to-be' journey are now complete and documented for implementation. The Programme Team Business Analyst has now left the Council and all 'to-be' processes will be passed to the new suppliers at the relevant point.</p> <p>A full business change readiness assessment is being pulled together to support implementation planning. An action plan will be pulled together by Heads of Service once the assessment is published to address the key business change and culture barriers currently facing the programme that we expect to run alongside implementation, within the business.</p> <p>All programme RAID items continue to be monitored on a monthly basis by the programme team. Ongoing account management with Northgate continues. NPS continue to collaborate with us on the SX-3 project which remains on track.</p>		
General:		
Status:	Green	On track and/or no major issues being encountered

The programme status has remained at green now that progress remains on track and all risks continue to be managed.

The evaluation phase for the housing ICT tender and a separate report is on the agenda to cover this. All site visits and supplier system demonstrations have been completed and Programme Board has been provided with a recommendation for the contract award from the Programme Team to discuss and approve. This is for the contract award and will be subject to due diligence with the supplier over any outstanding issues we have prior to contract signature by the end of March.

Subject to Board approval the programme team will start a period of due diligence, procurement will contact the successful and unsuccessful bidders and we will start to work on contract negotiation and implementation planning with the chosen supplier.

Service design workshops to design the future 'to-be' journey, identify data requirements and where the new technology solution can enable better processes for Housing Services are now complete and documented for implementation. The Programme Team Business Analyst has now left the Council and all 'to-be' processes will be passed to the new suppliers at the relevant point.

A full business change readiness assessment is being pulled together to support implementation planning. An action plan will be pulled together by Heads of Service once the assessment is published to address the key business change and culture barriers currently facing the programme that we expect to run alongside implementation, within the business.

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

Ongoing account management with Northgate continues. NPS continue to collaborate with us on the SX-3 project which remains on track (separate paper attached to the agenda) following the recent response by Mary Weastell to their letter to us. This continues to be monitored alongside taking advice on what steps we need to take during implementation to exit the current contract.

Business Change

Status:	Green	On track and/or no major issues being encountered
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- Evaluation of Tenders continued throughout January and into

February.

- Work is continuing on Business Readiness Assessment/Report and Gap Analysis of the current service delivery.

ICT

Status:	Green	On track and/or no major issues being encountered
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- SX3 Split project scoping and initial database split has been completed. Project Initiation document has been completed, also project plan, RAIDC log, consultancy days breakdown, clear down strategy and milestone plan, these are attached to the SX3 Project update report presented to Programme Board.
- Northgate have confirmed that our contract remains unaffected by the database split, so we will continue to receive support and maintenance for both databases once the split has been completed, also that no additional licences will be required, however a CCN is required to amend the contract to record the change to the designated system from one database to two. NPS are currently drafting the CCN once received Procurement/Legal will need to review and approve the content.
- Evaluation of Tenders continued throughout January and into February with ICT attendance at site visits and demonstrations.
- Technical Assurance Group meetings continue last held on 13th February to review the Terms of Reference of the TAG group and progress of the SX3 Split project.

Systems Group established in line with approved Technical Work-stream Approach report and initial meeting held, subsequent meetings to be held monthly initially to progress the SX3 Split project then longer term to work on the new Housing system implementation.

BI Hub

Status:	Green	On track and/or no major issues being encountered
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- Support to project at technical assurance group.
- Recruitment of individual to assist with DQ
- Initial discussions held about Server / “Data warehouse” to be used by project, as step pre-migration
- Some data support given around Housing Jigsaw, RTB and Abritas, in terms of actions that could be completed to simplify migration.
- Board report on Full specification, technical and business rules, of Server / “Data warehouse” to be used by project, as step pre-

migration

- Attendance at supplier events / Procurement process.

Future Outlook

General

- Contract award and successful/unsuccessful letters sent to all suppliers that tendered a bid.
- Programme audit progress or update received.
- Continuing forward planning for contract award, contract negotiation and implementation planning, including team resources.

Business Change

- Work with the Programme Team around contract requirements for the chosen supplier.
- Finalise Business Readiness Assessment Report and Gap Analysis for March 2019.
- Continue to attend Service and Operational Manager Meetings.
- 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.
- Pull together proposals for a Business Assurance Group; to review with members of the Business areas any and all proposed changes to policy, procedure and process for the duration of the programme and beyond. Initially looking to pull together a full register of all Policies and Procedures.
- Communications with the Business around the chosen Supplier and next steps as soon as is practicably possible.

ICT

- Plan and undertake due diligence with preferred supplier(s) with colleagues from Programme Team.
- Continue to progress SX3 Split project including initial testing of

interfaces and integrations. Monitor and update of project documentation as necessary.

- Chair and attend Technical Assurance and Systems Group meetings.

BI Hub

- Purchase server.
- Update service reports due to implications of field additions to Servitor completed.
- Update finance reports due to implications of field additions to Servitor completed.
- Supplier visits and demonstrations.
- Improve DQ through role.
- Started thinking/work to connect Servitor to MDM.
- Provided short term additional help to structure up access/excel lists held by business.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
<p>Resistance to change - Inability and/or unwillingness to adopt new ways of working and/or technologies.</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 	<p>20</p>	<p>20</p>

	<p>senior management teams to ensure engagement across services and beyond.</p> <ul style="list-style-type: none"> - Ongoing engagement of staff inputting into the programme and testing. - Co-ordinated communication plan for customers and investment into training for digitally excluded customers. - Business readiness assessment 		
<p>Conflicting priorities - Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities.</p>	<ul style="list-style-type: none"> - Change management process. - Contingency planning. - Effective communication corporately and across Housing & Building Services. - Clarity at the end of Phase 1 April 2018. - Compliance with corporate governance requirements plus high profile & commitment at all levels of the organisation. - Reporting into the DSP workstream. 	20	20
<p>Contract Management - Failure to define supplier roles and responsibilities, expectations, success criteria, timescales & penalties.</p>	<ul style="list-style-type: none"> - SMART requirements. - Comprehensive detailed ITT with clear expectations and contractual documentation. - Legally binding contract. - Strong contract management. - Engagement of adequate resources, business buy-in and comprehensive quality control. - Clear goals, continuous feedback and steer from senior management. 	19	19
<p>Solution Implementation - Inadequate programme management and</p>	<ul style="list-style-type: none"> - Adequate implementation planning. - Lessons learnt from previous programmes. 	20	20

<p>planning.</p>	<p>Supplier guidance.</p> <ul style="list-style-type: none"> - Prioritisation, buy-in and provision sufficient resources by IT Services. - Good communication and engagement with service areas. - Implementation plan to be signed off by Board 		
<p>Implementation - There is a risk that we change some of the systems that affect other directorates or service areas (for example, Servitor feeds into Highways). This is because we don't understand what other service areas use the current systems for</p>	<p>The assumption on the programme is that we will not remove or reduce the current data or functionality in other service areas that are out of scope. Systems that are being retained (for example NPS for Revs and Bens and Servitor for Highways) will continue to use them and we will replicate an interface or integration into the new system/solution. During implementation we will map what the replacement system will impact on as we configure it.</p>	<p>19</p>	<p>19</p>
<p>Data Migration - Codeman/SAM – There is a risk that we struggle/fail to migrate data and processes currently in Codeman/SAM into the new solution. This is because the person at CYC that maintains the processes and data is leaving. As a result we may suffer delays (and therefore possible financial losses) to our implementation phase.</p>	<p>Possible controls to be discussed:</p> <ul style="list-style-type: none"> - adding resource to the programme team - exploring if consultancy support is available to support this from the Codeman?Sam company directly - effective handover to postholder replacing PH 	<p>19</p>	<p>19</p>
<p>Reports to</p>	<p>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</p>		

	Directorate Management team and is chaired by the Assistant Director of Housing with key representatives from the HHASC senior management team.
Exec member	Cllr. Helen Douglas
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Executive December 2017: Procurement of ICT Managed Services https://democracy.york.gov.uk/documents/s119247/Procurement%20of%20ICT%20Managed%20Services.pdf

Project title	Smart Travel Evolution Programme - STEP
Reporting period	March 2019
Description	
<p>STEP is a programme of delivery – not research – that will drive York towards being the first city in the UK truly ready for the coming revolution in managing whole city mobility, through utilising new data and the gradual adoption of connected and autonomous vehicles.</p> <p>Preparing York to be the FIRST SMART TRANSPORT CITY in the UK.</p> <p>Building a PLATFORM to ensure the City can meet the challenges of BIG DATA, CONNECTED and AUTONOMOUS VEHICLES and FULL IP connectivity.</p> <p>STEP adds a MODELING layer that allows us to run City wide models at varying scales, in near real time. This allows us to understand the way the transport network is performing, and improves our TRANSPORT PLANNING activities.</p> <p>This allows us implement a third, DECISION MAKING layer to provide better real-time management of the transport network and implement transport policies more effectively.</p>	
Current status	
AMBER	
<p>In the last reporting period:</p> <ul style="list-style-type: none"> • Modelling specification has been submitted to procurement and legal after further stakeholder engagement and approval from transport board. • Data platform specification has been developed further. • Communications upgrades have been sent out for quotation. • GLOSA plan significantly progressed to identify sites and scope of work required. • SMART parking bay work underlay (Bays core drilled and detectors installed). • RSI sites identified, TM plans drawn up and approved, Police booked in, Street Works approved dates. Quotes requested from RSI contractors. • Procurement and legal reviewed overall work packages and happy with route. 	
Future outlook	

In the next reporting period:

- Modelling work to be out to tender.
- Communications upgrade contractors to be appointed.
- ATC refurbishments to be ordered.
- VMS to be factory acceptance tested.
- RSI contractor to be appointed.

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.	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.	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 system integration	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 established as single point 'design	24	14

<p>and adherence to agreed standards by suppliers.</p>	<p>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>Resource capacity with the strategic modelling team - There is a large element of system architecture design and implementation required to deliver the project and this will require strict control of system integration and adherence to agreed standards by suppliers.</p>	<p>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 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>	21	14
<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 implement without disrupting traffic control methods.</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

<p>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.</p>	<p>Close management & planning of the project by PM and QA process will help mitigate future delays and aim to accelerate progress back on track. The Project will focus on 'what is deliverable before research' to minimise 'unknowns-delays' and ensure that value for money can be demonstrated to DfT.</p>	<p>21</p>	<p>14</p>
<p>Reports to</p>	<p>The STEP board reports in to Economy and Place DMT and PM updates executive member and Executive when required for updates and approvals.</p> <p>Key decisions are agreed by the Transport Board before reaching executive member or Executive.</p>		
<p>Exec member</p>	<p>Cllr Andrew Waller</p>		
<p>Director responsible</p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p>Dependencies</p>	<p>None</p>		
<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>			

Project title	Procurement of ICT Managed Services/Strategic Delivery Partner
Reporting period	March 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>The complexity of this project requires a specific set of expertise to help put together our requirements and to help advise on the best route to market and whether to pursue a joint procurement with Harrogate Borough Council. To this end we sought 3 quotes through the procurement system for an external consultant on 23rd January 2019, with a closing date of 1st February 2019.</p> <p>We have chosen a consultancy company that meets the requirements of the project. They have extensive experience of national and regional policy around DCMS fibre roll out initiatives, they also have significant experience of large scale multi organisation procurements such as the one for our new MSA/Strategic Partner.</p> <p>We are awaiting final confirmation from the CCS AD that we can appoint the consultant. Procurement team are due to get back to the chosen provider of the consultant today (as today is the documented day for final decision from the Council).</p> <p>Once the consultant is appointed we expect a 'kick off' meeting to be scheduled very quickly, we are aiming for no later than mid - February, this will allow us to clarify any issues; solidify joint understanding of scope and to confirm the key milestones and outputs we expect the consultant to deliver.</p>	

Roy Grant updated School Forum (major stakeholder) on the current progress of the project on the 4th February 2019. This is an essential part of our communication plan as there is a risk that stakeholders such as schools (increasingly Academies) can choose to procure their services from elsewhere. Keeping them engaged and informed is one mitigating action.

The core team within ICT involved with this project, are continuing to progress with putting together key information that will be required for this project; important information includes lessons learned from previous MSA; review of existing infrastructure and consideration of new requirements for our Infrastructure.

Future outlook

The project is progressing as expected. Consultants have been appointed and contract has been signed.

The consultants are in the information/data gathering stage. A stakeholder engagement day has been arranged for the 8th March for the consultants to meet with key stakeholders to understand their requirements as well as to understand any constraints of the current MSA. This will help the consultants to pick up on lessons learned from the current MSA and to understand any new or emerging requirements for this new MSA procurement.

Other activities include completing audit information for the existing MSA and building a picture of which assets are close to end of life.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
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	<ul style="list-style-type: none"> - Keeping schools informed via School Forum <u>Actions</u> <ul style="list-style-type: none"> - 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	Decision point early on whether to procure jointly. Report and recommendations by external	10	5

requiring a more complicated contract and schedules	consultant. Separate the two procurements		
Reports to	Head of ICT/ Director level/CMT/Executive		
Exec member	Cllr Ian Gillies		
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	March 2019
Description	
<p>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.</p>	
Current status	
GREEN	
<p>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.</p> <p>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.</p> <p>19 flood cells have been identified and schemes to improve existing or build new defenses 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.</p> <p>The Outline Business Case has been agreed by the EA Large Project Review Group for all 19 flood cells.</p> <p>4 cells will be taken through full business case and planning approvals in early 2019 with the first cell to begin the construction phase immediately in April 2019.</p> <p>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.</p>	
Future outlook	
<p>Planning applications for the first three flood cells are in the process of being submitted, Three cells will pass through the planning process in Spring 2019 with construction to start in summer/autumn 2019. Community</p>	

consultation continues in these cells and in others where the appraisal and design process is continuing.

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</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></p>	20	19

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

Project title	City Centre Access
Reporting period	March 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	
<p>AMBER</p> <p>Detailed design is entering the final stages for the priority 1 area of the city centre. This will be further informed by a walk around with key services including Northern Powergrid, later this month.</p> <p>Work with the Civic Trust around the look of the static and automated bollards is progressing and we are getting mock ups made of the bollards to members of the Trust and see them in situ and draw a final view.</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. Following this we are looking to go to procurement from the static measures for the priority 1 area under the Assistant Directors authority.</p>	

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.	20	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 Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	None		
Link to paper if it has been	Executive February 2018: City Transport Access Measures		

<p>to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>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</p> <p>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>
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Project title	Parking Review
Reporting period	March 2019
Description	
<p>This project deals with the whole approach to the management of parking related services and enforcement.</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>Following on from the implementation of the new back office system the parking strategy will lay out where parking services need to be and the impacts this has on safety, congestion, environment, local economy and all those who live, work and visit in York to be implemented overtime:</p> <ul style="list-style-type: none"> • Wayfinding • Online information and self-service • Minster Badge on street review and being made virtual • Parking enforcement and back office policy and procedural review on the back of the new ICT back office system • Discount or Incentive Schemes, working with suppliers and partners such as York BID • Review and rationalisation of all York parking permits • Better integrated systems, such as back office, car park machines, enforcement mobile ICT and customer services. In addition connection to key council systems including council tax, FMS and business intelligence through the CYC CRM system. • New ways to pay for parking including work through the smart city approach (STEP programme), including pay on exit and a move to cashless parking • Emissions management. Review of the positive impacts parking can have on air quality, including through incentives for ultra low emission vehicles linked to car parking tariffs and parking permits and for diesel emission vehicles charging more. • Longer term future planning around electric and autonomous vehicles and integrating car parking systems around the infrastructure they 	

- require. Includes electric vehicle charging.
- Digitisation of Traffic Regulation orders to support the digitations of parking in terms of virtual permits, where to park, issuing of Penalty Charge Notices (PCNs) and online objections.
 - GDPR complaint vehicle usage data. This part of the work, using ANPR, will help to built up a picture of car park usage, for example to see the level of repeat customers to each car park, if they are residents or visitors etc.
 - Review of all current parking policies and a more immediate review of data governance polices

Current status

GREEN

Key Progress this period:

- Completion of high level analysis and documentation
- Gathering initial requirements in progress
- Interim solution to resolve PCI compliance issue in place
- Terms of Reference document for Project Board updated
- Resource to backfill role in parking in progress
- 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
- Councils identified and contacted to understand their digital developments

Future outlook

Key Progress for next period:

- Completion of gathering initial requirements and prioritisation of requirements
- Initial draft specification to be created and to be reviewed by key stakeholders
- Gaps identified in process or working practices highlighted to business area for resolution prior to the implementation
- Risks and Issues continue to be refined during requirements gathering.
- Creation of PIA and governance documentation by Business Unit

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Decisions made that	- Senior level officers finding	20	20

<p>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>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.</p> <ul style="list-style-type: none"> - Discussions with Network Management to identify the common issues in policy and agree the above solution to use Head of Transport authority. <p><u>Actions</u> 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>		
<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><u>Actions</u> Procurement and implementation of a new parking back office system</p>	13	13
<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>Creating resource to review the processes with related services including Network Management.</p> <p><u>Actions</u> 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>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. <u>Actions</u> 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 the current system to the new system. This will allow the new supplier to understand our system and how the data migration can successfully be completed. <u>Actions</u> 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>	20	20
<p>Reports to</p>	<p>The project is steered by the Parking working group and reports to the Transport Board</p>		
<p>Exec member</p>	<p>Cllr Andrew Waller</p>		
<p>Director responsible</p>	<p>Neil Ferris – Corporate Director of Economy and Place</p>		
<p>Dependencies</p>	<p>None</p>		
<p>Link to paper if it has been to another member meeting (e.g.</p>	<p>Executive February 2017: Parking Review https://democracy.york.gov.uk/documents/s103397/Car%20Parking%20report.pdf</p>		

executive, council, a scrutiny committee)	
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Project title	Sufficiency Strategy		
Reporting period	March 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			
<ul style="list-style-type: none"> • Foster Care support, training and remuneration proposals presented to Lead Member and CMT • Implementation of proposals started with staff team • Contract extended with existing residential provider to allow time for procurement of new provision • Briefing with CFO re residential and other sufficiency development. Agreed to present proposals to June Executive • Learning and practice from other LAs collated and meetings set up with areas of good practice 			
Future outlook			
<ul style="list-style-type: none"> • Develop detailed budget of capital required based on input and advice from Property • Map potential property options • Draft summary service specifications • Plan structured conversations with IFA providers 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
FC recruitment and retention -	- Regular monitoring	20	19

Changes and proposals negatively impact on Foster Carer recruitment and retention	<u>Actions</u> - Marketing and recruitment strategy - Retention work - Increase the support and training of FC as per proposals		
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	20	19
Budget Overspend - New provision exceeds agreed budgets	- Financial Reporting <u>Actions</u> - Financial modelling in advance of decisions - Risk budgeting	21	20
Gap in residential provision - New provision is not in place before the end of the existing residential contract.	- Regular contract management meetings <u>Actions</u> - Extend existing residential contract	21	19
Response from market - Market does not respond adequately to procurement specifications	- Input from Procurement team <u>Actions</u> - Market engagement exercises	23	19
Foster Carers are unhappy with proposals and process of consultation	- Briefing of Directors, Councillors and CMT PH <u>Actions</u> - Careful and considered consultation process - Briefing of key decision makers	21	16
Reports to	CEC DMT and Project Board		
Exec member	Cllr Andrew Waller		
Director	Amanda Hatton – Corporate Director of Children		

responsible	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	March 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

The second meeting of the steering group is taking place on 15th March 2019.

Schools Forum members of the steering group have been asked to identify current barriers to inclusion in schools and settings - these will be used to review the project scope.

Information about the current use of High Needs funding has been shared with the steering group. The total funding available in the High Needs Block is £18,689,240 in 2018/19. Current projected spend is showing an overspend of £2,133,213. The Steering group will be considering how funding can be allocated differently to manage the current pressures.

Key risks

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

	Project plans are being developed for an additional primary enhanced resource provision and a secondary satellite.		
The financial pressures on the High needs block are not managed effectively which would create an increasing deficit.	<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 developed. 	21	20
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.	<p>The current approach to management has kept permanent exclusions low however, there has been a rapid rise in the number on roll at the Danesgate Community.</p> <p><u>Actions</u></p> <p>A sub group is working on the re-drafting of the BAP protocols. Changes to the Ofsted inspection framework will challenge schools</p>	20	20

	to ensure that they are not off rolling children.		
Reports to	CEC, DMT		
Exec member	Cllr Keith Myers		
Director responsible	Amanda Hatton - Director of Children, Education and Communities		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive November 2018: The Inclusion Review and the Special Needs Capital Grant</p> <p>https://democracy.york.gov.uk/documents/s127183/The%20Inclusion%20Review%20and%20SEN%20Capital%20Grant%20Executive%20final%20draft.pdf</p>		