

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

New for this Highlight report:

- There is now a section included that reports on the individual project elements:
 - Scope
 - Quality
 - Costs
 - Resources
 - Financial benefits
 - Non financial benefits
 - Tasks and milestones
 - Risks
 - Issues

Where an element is not green, narrative has been included to explain. The intention is to provide a more rounded narrative on the status of each project.

Large projects summary	Previous period (RAG)	This period (RAG)	Direction of travel
Older Person's Accommodation Phase 2(ASC)	Green	Green	Same
York Central	Amber	Amber	Same
Castle Gateway	Amber	Amber	Same
Local Plan	Amber	Amber	Same
Guildhall	Green	Green	Same
Community Stadium	Green	Green	Same
Adult Social Care – Future Focus	Green	Green	Same
Outer ring road (A1237)	Amber	Amber	Same
Housing Delivery Programme	Amber	Amber	Same
Centre of Excellence	Green	Green	Same
Provision of School Places 2017-2023	Amber	Amber	Same
Housing ICT Programme	Amber	Amber	Same
Smart Travel Evolution Programme (STEP)	Amber	Amber	Same
Flood Risk	Green	Green	Same
City Centre Access Project	Amber	Amber	Same
Parking Review	Green	Green	Same
Children in Care Residential Commissioning	Green	Green	Same
Inclusion Review	Green	Green	Same
Be Independent to approve new format	Amber	Amber	Same
Procurement of MSA and Strategic Engagement Technology Partner	Green	Green	Same

Detailed Updates

Project title					Older Persons' Accommodation Programme Phase 2				
Reporting period					December 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.									
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Financial Benefits Status Explanation		<ul style="list-style-type: none">- We are now able to fill void properties much more quickly than had been the case and we are not carrying void properties for long periods. We are now starting to see a shift into extra care nominations and where possible supporting people to live independently rather than move into residential care.							

	<ul style="list-style-type: none"> - Promotional work around the availability and benefits of extra care over the coming months will generate interest and demand for properties of all tenures and should help shift the demand from residential care. - The allocations process has been streamlined and voids are starting to be filled more quickly. - Work still needs to be done to ensure that the costs of CYC extra care are in line with other extra care schemes.
Tasks & Milestones Status Explanation	<ul style="list-style-type: none"> - The transfer of Haxby Hall has been delayed until we are able to secure an access route to the south of the care home site to enable development. The programme is aiming for completion of the transfer of the site early in the next financial year. - The Oakhaven scheme has not progressed since the initial procurement. Work is now being undertaken to establish how to ensure the delivery of older person's accommodation through an alternative route. - Lowfield care home procurement did not secure a developer. Work is now underway to establish how the site can best deliver Older Person's Accommodation. - All other elements of the programme are on schedule.

Current status

Programme Wide

1. The results of the city wide consultation into how and where our older residents want to live have now been designed and the report is available on line and in hard copy.
2. The intern who worked on this research has now been short listed for a national employability "intern of the year" award.
3. Work is underway on the development of an Older Person's Accommodation directory in partnership with other housing providers and Age UK York. Housing management colleagues are also developing CYC publications to introduce residents to the accommodation options available in York.

Burnholme Health & Wellbeing Campus

1. Care home construction progressing well.
2. The Sports centre redevelopment contract is now complete. The Council took handover of the Centre on 2nd December. Sports centre users will continue to have access throughout December. The centre will be handed over to GLL on 1st January 2020, and will be fully operational from 8th January.

3. GLL are preparing for their mobilisation of the site, their website has information about activities and prices.
4. The pitches are establishing well and will be ready for use in September 2020.

Marjorie Waite Court extra Care scheme

1. Work is progressing well on site.
2. 2 of the Bungalows are complete to first fix stage which will allow these units to be used as the site office. This means that the gym building can be demolished and construction can begin on that site.
3. The contractor is aiming to have the main body of the extension building water tight by the end of the year.
4. The project is being delivered with residents remaining in the existing part of the scheme. Residents are being kept informed throughout the process, and have been supported to adapt to the building changes.

Lincoln Court

1. Work is progressing well on site.
2. Tenants who are choosing to return to Lincoln Court following the works have been asked for their kitchen and bathroom choices as the tenants choice works have been included in the contract.

New Independent Sector Provision

1. The Council has made its first Nominations to the extra care development at New Lodge.
2. Work is progressing well on site to construct a new care home on the former Fordlands care home site, with the accommodation due to open in spring 2020.
3. New working relationships have been established with a number of social landlords looking to develop Independent living properties in the city.

Future outlook

- The next period will see a lot of action on the Burnholme site with GLL mobilising the site, installing gym equipment etc. in preparation for opening on 8 January.
- The temporary changing rooms and toilets will be removed from site prior to opening.
- The new plant room at Marjorie Waite Court will be connected up which will provide a new heating system and water supply for the existing residents and which will supply the new extension wing.
- Decommissioning of the existing plant room will begin.

Reports to	Executive, CMT, Project Board, DMT
Exec member	Cllr. Carol Runciman and Cllr Denise Craghill
Director responsible	Corporate Director of Health, Housing and Adult Social Care: Sharon Houlden
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive October 2015 - Grove House and Oakhaven Older Persons' Homes https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive May 2016 - Delivery of Community Facilities at the Burnholme Health & Wellbeing Campus http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8884&Ver=4</p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 (Willow house OPH) http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive December 2016 - Older Persons' Accommodation Programme Update / Burnholme Health & Wellbeing Campus: Key Decisions to further progress this development / Lowfield Green Development: Moving forward to deliver a care home, health facility and housing / Haxby Hall Older Persons' Home: A Sustainable Future https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9308&Ver=4</p> <p>Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9310&Ver=4</p>

	<p>Executive March 2017 - Oakhaven Extra Care Facility: the sale of land to facilitate the development https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311&Ver=4</p> <p>Executive March 2017 - Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311&Ver=4</p> <p>Executive August 2017 - Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive August 2017 - A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home . https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive September 2017 - Demonstrating Delivery of the Older Persons' Accommodation Programme https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10191&Ver=4</p> <p>Executive October 2017 - Disposal of Willow House, Walmgate, York https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10192&Ver=4</p> <p>Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10194&Ver=4</p> <p>Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10195&Ver=4</p> <p>Executive February 2018 – Disposal of Willow House</p>
--	---

	<p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4</p> <p>Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive April 2018 - Deciding the Future of Morrell House Older Persons Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10470&Ver=4</p> <p>Executive September 2018 - Demonstrating Delivery of the Older Persons' Accommodation Programme and Preparing for Further Action https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10472&Ver=4</p> <p>Executive November 2018 – A Further Phase https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474&Ver=4</p> <p>Executive March 2019 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11469&Ver=4</p>
--	--

Project title		York Central								
Reporting period		December 2019								
Description										
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.										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Tasks & Milestones Status Explanation		<ul style="list-style-type: none">- The programme is driven by partner organisational delivery imperatives and funding availability. The programme indicates that milestones are achievable but there is very little float/ scope for slippage and the project is complex with many communities of interest.- The project remains on target to deliver infrastructure works to funding deadlines and housing/economic benefits to City.- City of York Council and WYCA have released additional funding whilst the HIF announcement is awaited, to support scheme off plot infrastructure detailed design and Reserved Matters Planning Application.								
Risks Status Explanation		Risks associated with the project are complex and interdependent. Active risk management is ongoing.								
Issues Status Explanation		Planning RMA submission delayed to Feb 2020, Partnership Agreement to be signed, S106 to be signed, and HIF funding awaited.								
Current status										
<ul style="list-style-type: none">• The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in February 2020.• John Sisk Ltd have been appointed as infrastructure delivery partner for Phase 1 Infrastructure on PCS, looking at Value Engineering, Buildability, and risk management										

<ul style="list-style-type: none"> • The WY+TF Full Business Case has been conditionally approved by WYCA. • HIF decision awaited. 	
Future outlook <ul style="list-style-type: none"> • The RMA is being prepared for submission in February 2020. • The PSC with John Sisk Ltd will report at the end of December 2019, the York Central Partnership will consider which recommendations to accept in January 2020. • The Stage 4 Detailed Design will progress in January 2020. • The Tender Documents for IP1 will be prepared and issued for costing. • The HIF decision is expected in January 2020. 	
Reports to	York Central government structures and the Executive.
Exec member	Cllr Keith Aspen
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy and external funding bids.
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://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 Consultation on access options / Third party acquisitions http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive July 2017: Project and Partnership Update http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188&Ver=4</p> <p>Executive November 2017 - Preferred Access Route and Preparation for Planning http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10193&Ver=4</p>

	<p>Executive March 2018 - York Central Access Construction http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive June 2018 – Masterplan and Partnership Agreement http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10469&Ver=4</p> <p>Decision Session August 2018 – York Central Design Guidelines http://modgov.york.gov.uk/ieListDocuments.aspx?CId=875&MID=10847#A149619</p> <p>Executive August 2018 York Central Update – Western Access http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10471&Ver=4</p> <p>Executive November 2018 – York Central Enterprise Zone investment Case http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474&Ver=4</p> <p>Executive January 2019 York Central Partnership Legal Agreement http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10476&Ver=4</p> <p>Executive July 2019 - York Central Partnership Update http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107&Ver=4</p> <p>Executive October 2019 – Update http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111&Ver=4</p>
--	--

Project title				Castle Gateway						
Reporting period				December 2019						
Description										
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.										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Costs Status Explanation		The project is broadly on course to deliver the planning permissions for work package 1 and 2 within the allocated £2.4m budget. However, there have been a number of additional unforeseen surveys required with associated costs, and significant delays relating to awaiting Yorkshire Water's response to the application to divert the sewer. We seek to deliver savings in other areas of the project to offset any over-spend.								
Financial Benefits Status Explanation		A GVA assessment of the proposed masterplan has been undertaken by WYCA. They assess the GVA benefits of the proposals to be £360m for the Leeds City Region. However, realising these benefits is dependent on the successful delivery of the whole masterplan which will require significant investment from the council and other public bodies.								
Tasks & Milestones Status Explanation		Due to the delays in response to the application to divert the Yorkshire Water sewer the original programme had slipped for reasons beyond the project team's control. Consequently the project plan was revised with new programme dates, with work package 1 planning applications being submitted in May 2019. However, this was predicated on Yorkshire Water responding to the application to divert by mid-March (as per their own timetable). Unfortunately there was a further delay in their response, and due to the complexity of the site's flood issues the Environment Agency requested further information pre-submission which meant the St George's Field application was submitted in September and Castle Mills in November. The programme has been revised to reflect these timescales.								

Risks Status Explanation	This is a complex project to deliver an ambitious masterplan, and as such it has significant risks to its delivery. A detailed risk workshop was facilitated by Veritau in September and the risk register has been fully overhauled and updated. Whilst mitigation and monitoring of these risks is being undertaken, the project is likely to remain at risk throughout delivery.
Issues Status Explanation	Issues remain under review.
<p>Current status</p> <p>St George's Field - The planning application for the multi-storey car park was submitted in mid-September. Over the past month, officers have worked closely with stakeholders to respond to comments and objections.</p> <p>Castle Mills - The planning application has now been submitted for the residential led development with flexible commercial space, a new pedestrian and cycle bridge over the River Foss and the creation of new public realm. This is another major milestone achieved in the delivery of the project.</p> <p>Delivery strategy – Work has been ongoing to prepare an outline business case for the delivery of the whole masterplan and a detailed business case for the delivery of phase one. Detailed financial modelling and appraisals have been carried out to assess a number of delivery options for work phase one. Due to the general election in December, the business cases will be taken to January's Executive.</p> <p>Fishergate junction improvements - WSP have submitted the outline business case to the West Yorkshire Transport Fund for the junction improvements and other highway interventions in the Castle Gateway. This is a key funding source for the delivery of the Castle Gateway masterplan.</p> <p>Public engagement - The public brief which will shape the new public space at Castle car park has now been finalised and will be published in early December. This brief is the result of the events that took place over the summer.</p> <p>Castle Gateway events - The programme of events funded through the Leeds City Region Business Rates Pool fund continued with Conflux launching their app at the end of November. Conflux is an app based digital experience using spoken words and imagery to explore the history and</p>	

<p>stories of the Castle Gateway. This is a self-guided experience which will run for a year.</p>	
<p>Future outlook</p> <p>St George's Field and Castle Mills – Officers will continue to respond to any comments or objections relating to the planning applications and will work with planning officers to resolve any issues to ensure the successful achievement of planning permission.</p> <p>Phase one delivery strategy - the report setting out the proposed delivery strategy for phase one will be considered at January Executive.</p>	
<p>Reports to</p>	<p>The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of these being the responsibility of the Castle Gateway Working Group. This working group was established in January 2017 and serves as the project board and meets on a monthly basis. It is chaired by the Director for Economy and Place, and the wider interests of the council are represented by the Assistant Directors for Regeneration and Asset Management; Planning and Sustainable Development; and Transport, Highways and the Environment. The group also has Heads of Service for legal, finance and property.</p> <p>The working group is the key interface point with wider stakeholders, with the project manager and Assistant Director for Regeneration and Asset Management chairing the Castle Gateway Advisory Group (which consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.</p> <p>The Castle Gateway project manager has defined expenditure levels under the Council's Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive</p>

	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.
Exec member	Cllr Nigel Ayre
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny 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 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive January 2017 – Update York Castle Gateway https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9309&Ver=4</p> <p>Executive August 2017 - Proposed Temporary Use of Part of Castle Car Park https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</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 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10473&Ver=4</p> <p>Executive October 2019 – Update http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111&Ver=4</p>

Project title				Local Plan						
Reporting period				December 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>										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Scope Status Explanation		Take the Local Plan through examination in public (EIP) and to adoption as statutory development plan for York.								
Costs Status Explanation		Cost associated with EIP, modifications consultation and adoption.								
Tasks & Milestones Status Explanation		Appointed planning inspectors are undertaking an independent examination of York's Local Plan. Initial hearing sessions are taking place								

	at York Racecourse from 10 December and are expected to finish week ending 20 December.
Risks Status Explanation	Risks associated with examination of Local Plan by Planning Inspectorate.
<p>Current status</p> <p>Appointed planning inspectors are undertaking an independent examination of York's Local Plan. Initial hearing sessions are taking place at York Racecourse from 10 December and are expected to finish week ending 20 December.</p> <p>More information about the hearings including a detailed timetable for the sessions is available to view at: www.york.gov.uk/localplanexamination</p> <p>The Local Plan sets strategic priorities for the whole city and forms the basis for planning decisions; it must be reviewed at regular intervals to be kept up to date.</p> <p>The informal debates (hearing sessions) are discussing the principal matters identified by the inspectors.</p> <p>These sessions are covering key matters such as:</p> <ul style="list-style-type: none"> • legal compliance • housing need • the York Green Belt. <p>Participants are on an invitation basis only, but the hearings themselves are open to members of the public to attend.</p> <p>The inspectors will take into account the comments submitted to-date, as far as they relate to soundness considerations such as whether the plan is justified, effective and consistent with national policy.</p>	
<p>Future outlook</p> <p>Following the closure of the hearings, the inspectors will prepare an interim report to the council with precise recommendations, these recommendations may include modifications to the plan.</p> <p>All other aspects of the plan will be examined by the inspectors during the subsequent hearing sessions, which could take place early next year (2020)</p>	

Following receipt of the report officers will bring a report to LPWG/Executive to update members on the outcome of the hearing sessions and next steps. It is anticipated that this will take place in February 2020.

All correspondence with the planning inspectors is available to view at:
www.york.gov.uk/localplanexamination

Reports to	Executive, Local Plan Working Group
Exec member	Cllr. Keith Aspden, Cllr Andrew Waller and Cllr Nigel Ayre
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Deliverability of York Central
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9308&Ver=4</p> <p>Executive January 2017 - Update on Local plan https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9309&Ver=4</p> <p>Executive July 2017 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188&Ver=4</p> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 - Update https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10195&Ver=4</p> <p>Executive May 2018</p>

	<p>City of York Local Plan – Submission</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p> <p>Executive September 2018</p> <p>Supplementary Planning Documents to support the emerging York Local Plan</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10472&Ver=4</p> <p>Executive March 2019 - Update</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10479&Ver=4</p>
--	---

Project title				The Guildhall					
Reporting period				December 2019					
Description									
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.									
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Tasks & Milestones Status Explanation		Start on site achieved 16-09-2019 completion date 22nd March 2021							
		<ul style="list-style-type: none">The asbestos removal has been completed.The demolition soft strip has been completed and the south range demolition has commenced.North Range Tower underpinning is now 80% complete this is currently 2 weeks behind due to the discovery of arches within the existing wall structure requiring a design change as work proceeded, the contractor is committed to using their best endeavours to mitigate this delay during the remaining contract period. The status of this operation has changed to Amber on this basis.The crane base has been completed, erection of the crane is anticipated in mid December, currently the river conditions look favourable and we anticipate the level being below the required 1m above average summer level, the significance of the crane base being completed is that this was the biggest concrete pour facilitated by road from Lendal, on the basis that this was a trial pour that worked very well the decision has been taken to under take all concrete pours from Lendal, this new pouring strategy removes the requirement for the temporary bridge over the river Ouse along with the inherent risks of water contamination and issues around security to preclude unauthorised access.							
Risks Status Explanation		<ul style="list-style-type: none">The construction budget is now set.							

	<ul style="list-style-type: none"> The contract has now moved into the construction phase a collaborative risk workshop has been undertaken, a revised risk register has been agreed.
Issue Status Explanation	Gaining a licence for access to Lendal Cellars Yard is advancing slower than anticipated, the work on this area is on the critical path, project team are making daily enquiries to resolve.
Current status Statutory Consents / Approvals <ul style="list-style-type: none"> Executive approval February 2019 to advance to the construction stage. 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 Construction commenced on the 16th of September 2019.	
Future outlook. During the month of December; <ul style="list-style-type: none"> the demolition of the South Range area and the general soft strip will be completed the underpinning of the north range tower will be close to completion the crane will be erected (river conditions allowing). 	
Reports to	The Guildhall board reports to Economy and Place DMT and PM updates Executive member and Executive when required for updates and approvals.
Exec member	Cllr Nigel Ayre
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a	Executive October 2015 - The Future of York's Guildhall & Riverside http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4 Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4

scrutiny committee)	<p>Exec July 2016 - Detailed Designs & Business Case http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive March 2017 – The Development of the Guildhall Complex https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311&Ver=4</p> <p>Executive May 2018: The Development of the Guildhall Complex https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p> <p>Executive February 2019: Redevelopment Tender Evaluation & Project Business Plan Appraisal https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11007&Ver=4</p>
--------------------------------	---

Project title				Community Stadium						
Reporting period				December 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>										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Costs Status Explanation		<ul style="list-style-type: none">- Adoption and design issues with the site road and drainage could lead to delay and increased cost. Outcome of any claim for time and delay could result in additional cost. Commercial land receipt awaiting confirmation of further tenants.								
Tasks & Milestone Status Explanation		<ul style="list-style-type: none">- Build delay confirmed which moves the Summer 2019 completion and subsequent handover to an end of 2019 completion and early 2020 opening. This is due to a number of build factors and the extent is still to be fully determined. Delay confirmed by the construction company, this means the previously reported Summer 2019 opening can no longer be achieved. Full testing and commissioning programme to be completed early 2020.- Licensing and certification of the site will happen in the New Year, opening will follow completion of these requirements.								
Risks Status Explanation		<ul style="list-style-type: none">- Build completion is behind schedule with mitigation measures and impacts still being assessed by the consortium. Completion and opening is now end of 2019/ early 2020. Full extent of the delay is still to be confirmed but expected end of 2019 completion.- The commercial development has made a number of changes to the build and fit out of the structure. This has meant a re-timed opening for								

	the commercial element from July 2019 to December 2019 onwards with several units opening through 2020.
Issues Status Explanation	<ul style="list-style-type: none"> - Issue of the highways works is significant and unlikely but is now being progressed to completion. - Site is subject to delay, however, programme is now on course for end of year build completion and testing and commissioning to follow in the new year. - NHS design and build is progressing to completion.
<p>Current status</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Internal fit outs and structure are now almost complete. • Tenant now secured for the lantern unit with legal agreements ready for execution. • Additional tenant for the lantern remainder area now being progressed as well as gym usage. • Build delay now confirmed on the stadium and leisure site with delay currently being notified by the GLL consortium. This is subject to further review and scrutiny. Confirmation of full delay and completion is awaited from GLL. • Original deadline of May 2019 for build completion has passed. • Build now expected end of 2019 build completion. • Pitch construction now complete. • Floodlights all in and complete. • All 3 pools complete. • Seats now complete in all stands. • Sponsorship and naming rights contract complete and approved. 	
<p>Future outlook.</p> <p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Completion of the road and connections build by end of 2019. • Completion of the commercial build by end of December 2019. • Snagging for all stadium and leisure areas ongoing until early 2020. • Confirmation of tenants for the commercial unit by early 2020. • Lantern tenant now confirmed with additional tenant now progressing. • Confirmation of sponsorship and naming by end of 2019. COMPLETE. • Stadium and leisure site build completion expected by end of 2019. • Commercial tenants fit out July 2019 to June 2020. • Stadium, Leisure and Hub Tenant fit out expected early 2020. 	

<ul style="list-style-type: none"> Stadium and Leisure Site predicted open and operational early 2020. Commercial site Cinema predicted opening December 2019 onwards, rest to follow in 2020. 	
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 & Director of Customer & 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://modgov.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4</p> <p>Executive December 2016 – Update report http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9308&Ver=4</p> <p>Executive March 2017 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9311&Ver=4</p> <p>Executive July 2017 - Community Stadium & Leisure Facilities Report http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10406&Ver=4</p> <p>Executive October 2017 - Project Report http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10192&Ver=4</p> <p>Executive September 2018 - Project Update http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10472&Ver=4</p>

Project Title	ASC - Future Focus
Reporting period	December 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 way to approach the challenges outlined above. A review of national best</p>	

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.

Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									

Current status

The project has entered into its final 3 months and is in the process of finalising the ongoing structure, paperwork and processes to embed and sustain strength based community support. This has involved the production of the area based structure plan, coterminous with Primary Care Home sites, a focus on ensuring strength based principles are included in

the review and peer / panel processes. Supporting this change has been significant changes to the case management systems, the forms and work flows to support staff to work intuitively and efficiently in a strength based manner.

Future outlook

The project has practical process requirements for the next period which will allow us to move into benefits realisation. The implementation of the placed based structure will take us across the next 3 months / 3 highlight reports. This will involve the integration of some of our client based teams into multidisciplinary teams with a clear focus on utilising place based assets, understating care and support options in each locality and working to establish relationships in the area with residents in need of care and support.

Work will continue on the back office processes, including continual refinement of peer fora, forms and work flows and associated HR issues.

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>Executive Sept 2016 - Progress toward a new Operating Model for Adult Social Care http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9305&Ver=4</p> <p>Additional Adult Social care Support and Resources Executive May 2018 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>

Project title				Outer Ring Road (A1237)						
Reporting period				December 2019						
Description										
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.										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Tasks & Milestones Status Explanation		No work on site at Monks Cross. CPO being progressed.								
Risk Status Explanation		Risks are being monitored daily.								
Issues Status Explanation		Assembly of land at Jcn 7 has impacted the programme of works. This is an issue at this time and efforts are being pursued to seek powers for compulsory purchase.								
Current status										
<div>1. Clarifications on the detailed design of Jcn 3 Clifton Moor have been addressed i.e. drainage, landscaping, NMU routes and Clifton Moor traffic analysis.</div> <div>2. Detailed landscaping proposals have been presented to Rawcliffe and Clifton Without Ward Members. They were content with the proposals.</div> <div>3. Work is ongoing to prepare tender documents for the construction of Jcn 3 Clifton Moor.</div> <div>4. A package of enabling works is being prepared for Jcn 3 Clifton Moor.</div> <div>5. Negotiations with landowners at Jcn 7 Monks Cross are still in progress to enable the acquisition of land. The project team continue to engage with the landowners and some progress has been made in the period.</div> <div>6. Further work on drafting the Statement of Reasons in support of a CPO for Jcn 7 Monks Cross has been undertaken.</div>										
Future outlook										
<div>1. Planning and preparations for the enabling works at Jcn 3 Clifton Moor.</div>										

2. Drafting final documentation for the ITT at Jcn 3 Clifton Moor. 3. Negotiations for land purchase at Clifton Moor. 4. Continue to attempt to buy the plots of land at Jcn 7 Monks Cross. 5. Finalise Statement of Reasons for Jcn 7 Monks Cross CPO.	
Reports to	Project reports into the Transport board, Project Board and Lead Members Board
Exec member	Cllr Andy D'Agorne
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	LTP4, Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 - Proposed York Outer Ring Road Improvements / Approach to Deliver https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=10188&Ver=4</p> <p>Executive December 2018 A1237 Outer Ring Road – Dualling Update https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=10475&Ver=4</p> <p>Executive September 2019 York Outer Ring Road Improvements Update https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=11109&Ver=4</p>

Project title		Housing Delivery Programme							
Reporting period		December 2019							
Description									
The accelerated delivery of mixed tenure housing across multiple sites in the city.									
Overall status this period (Dec)						Overall status previous period (Nov)			
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Financial Status Explanation		High level financial modelling has been undertaken to inform the delivery programme. Risks remain around build costs for the remainder of the programme as well as sales receipts from open market and shared ownership homes.							
Non Financial Status Explanation		Commitment to deliver added social value through the Housing Delivery Programme. This needs to be embedded into all design and construction work and the sales and lettings process.							
Risks Status Explanation		Detailed risk register has been formulated to identify all key risks, assign responsibilities and determine potential mitigation measures.							
Current status									
<p>The second stage of our public engagement events took place at the Burnholme Centre for the adjacent site and St Luke's Church in relation to the Duncombe Barracks site. At these events, initial ideas were developed further and residents and other interested stakeholders were invited to take part in the design process through interactive models and knowledge sharing.</p> <p>The first stage of the public engagement work took place in relation to the Ordnance Lane/Hospital Fields Road site. This event was an opportunity for local residents and other interested stakeholders to meet the design team and share ideas and aspirations for the site.</p> <p>The building contract to construct 140 new homes at Lowfield has been signed with Wates. Wates have taken control of the site and are in the process of setting up their site cabins.</p> <p>The marketing for the six self build plots at Lowfield has been completed. A number of offers are currently being assessed.</p>									
Future outlook									

<ul style="list-style-type: none"> • Construction work will continue at Lowfield. • The successful bidders for the self-build plots at Lowfield will pay their reservation fee's and start the work of preparing planning applications supported by our Self and Community Build Officer. • Design work will continue at Burnholme, Duncombe Barracks and Ordnance Lane/Hospital Fields Road. 	
Reports to	Project team consisting of officers at the council who will advise on specialisms such as legal, housing, finance, and procurement. This project team feeds into the Housing Delivery Programme Board, which consists of senior officers and managers. The board guides decisions shaping the programme, setting objectives, scope, and timelines for projects. The board reports into the HCA as part of the partnership arrangement as well as One Public Estate. When milestones are met the programme will report into 'Capital and Asset Board' and 'Health, Housing and Adult Social Care' and 'Employment and Place' Management Teams for co-ordination and major project issues. Decisions taken by the Council Management Team followed by Executive.
Exec member	Cllr. Denise Craghill
Director 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/ieListDocuments.aspx?CId=733&MId=9311&Ver=4</p> <p>December 2017 Executive Meeting</p> <ul style="list-style-type: none"> - Delivering Health and Wellbeing facilities for York - Establishing a Delivery Model and the Scope of the Programme - Delivering the Lowfield Scheme <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10194&Ver=4</p> <p>July 2018 Executive Meeting - Proposals https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10470&Ver=4</p> <p>October 2018 Executive Meeting - Duncombe Barracks,</p>

	<p>Burton Stone Lane</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10473&Ver=4</p> <p>January 2019 Executive Meeting- Building More Homes for York – removal of the HRA borrowing cap</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10476&Ver=4</p> <p>September 2019 Executive Meeting - Housing Delivery Programme Update</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11109&Ver=4</p>
--	--

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

Current status

Finance

- Client contingency is being monitored closely to ensure risk items and provisional sums remain within contingency budget.
- There is an agreed payments schedule, linked to build milestones to draw down NHSE Transforming Care Capital Grant.

Risks

- Substation risk has been closed. Legal agreement between all parties has been resolved and planning application is agreed.
- There is certainty to drainage risk. Additional costs have been agreed and plans put in place to mitigate the programme delays.
- Ground risks have been significantly reduced.

Programme

- 5 week delay to programme caused by risks above, all other parts of programme are on or ahead of schedule.
- No delay caused by weather.

Communication and engagement

- First brick was laid by children who will use the new centre.
- Regular residents newsletter agreed and circulated.
- Ward councillors are being regularly briefed.
- School safety posters have been completed by children at Hob Moor school.

School playing fields

- Development of the school playing fields at the back of the school as a mitigation measure for playing fields used at the front has been completed on time and budget.

Legal

- All outstanding legal issues have been agreed.

Governance

- Risks and decisions are being monitored, recorded and agreed through Project Board.

Future outlook

- Progress to complete substructure
- First floor and roof started
- Connection to sub station agreed with CYC and NPG

Reports to	<ul style="list-style-type: none"> • The project is accountable to a Project Board chaired by Amanda Hatton - Director CEC. • The project Board contains representation from Children's Social Care, Health, Education, Adult Services and Finance. • The project Board is accountable to CEC DMT chaired by Amanda Hatton, Director of Children, Education and Communities. • The project Sponsor is Amanda Hatton.
Exec member	Cllr Ian Cuthbertson
Director responsible	Amanda Hatton - Corporate Director of Children, Education and Communities
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive August 2017 - Re-Commissioning a Short Break Service for Adults with a Learning Disability based at Flaxman Avenue, York https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive January 2018 Develop a Centre of Excellence for Disabled Children and their Families in York https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10195&Ver=4</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				December 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>										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Cost Status Explanation		Future Basic Need funding is likely to be very limited and housing developer contributions may not meet the expected requirements for educational infrastructure across all sites. This is being addressed through the Local Plan required infrastructure process, but these requirements exceed any current capital for the costs.								
Current status										
Capacity										
<ul style="list-style-type: none">• Identification and prioritisation of schools requiring a review of net capacity has now been completed.• A visit took place this period to reassess the net capacity of a school in the west of the city, due to new information coming to light regarding the use of the building. The net capacity of schools in the south of the city have also been completed, as part of the Net Capacity Review.										
Communication										

- There has been continued communication with elected members and with other external partners this period. Communication with developers of some proposed and forthcoming housing sites also continues, as does communication with those officers overseeing the draft Local Plan and future infrastructure plan for the city.
- Communication is also ongoing to discuss solutions to address secondary school place requirements in the south east of the city. Issues continue to exist around access; however the consultation that was scheduled to begin in November and conclude in January has been delayed due to purdah. These access issues will impact on the speed at which school places can be provided.
- Communication continues around plans to increase secondary school places in the east of the city and planning applications have now been submitted.
- A meeting took place this period to discuss place requirements in the west of the city from proposed housing developments in this area of the city.

Data Modelling

- Formal sign off of the annual SCAP process has not yet been received and is expected later in the year.

Forecasting

- The October census has now been fed into the forecasts.
- The method by which the reception age cohort is determined has been re-examined this period.

Policy

- The Capital Programme for 2020/21 is currently going through the approval process.
- Under advice from Legal Services the review of the S106 Policy will now take place in December.
- Liaison with other admission authorities regarding the admission arrangements for the school year 2021/22 has now taken place and the admission consultation has closed.

Future outlook

The main focus of this period:

Capacity

- Following the initial submission of the annual 'SCAP' return, await and respond to any further queries from the Department for

Education. This process continues for 2019 in coordination with the DfE, with final submission expected to take place in the Autumn term.

- Visit schools to review net capacity and feedback results.

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.
- Continue communication regarding the proposal to address secondary school place requirements in the Secondary Planning Area - East York.
- Continue to liaise regarding the proposal to address secondary school place requirements in the Secondary Planning Area - South East York.
- Continue to move forward proposals to address the secondary school place requirements in the Secondary Planning Area - West York.
- Identify related projects that may arise as a result of this project's findings - particularly those at secondary level. Some initial projects have already been identified and these proposals are included in the PAAPs.

Forecasting

- Early investigations have begun to look at how to model future SEN need across the city.

Policy

- 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.
- Work will continue on the admission arrangements for the school year starting September 2021.
- The pupil yield delivered from recent housing developments in York, will continue to be investigated this month.

Project Plan

- Further develop, communicate and agree the project plan.

Reports to	Project is overseen by Children, Education and Communities Directorate Management Team and Executive Member for Children and Young People as necessary.
Exec member	Cllr Ian Cuthbertson
Director	Amanda Hatton – Corporate Director of Children,

responsible	Education and Communities
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2018 Admission arrangement for the 2019/20 school year https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4</p> <p>Executive July 2019 The Provision of School Places and Allocation of School Capital Budgets 2019-2023 to Address Secondary Place Pressures https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107&Ver=4</p> <p>Executive October 2019 Archbishop Holgate's School - Expansion 2020-21 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111&Ver=4</p>

Project title		Housing ICT Program								
Reporting period		December 2019								
Description										
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 the Housing and Building Services teams within the Housing Services Department. Procurement of a new ICT solution will enable customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Resources Status Explanation		<ul style="list-style-type: none">All Programme roles agreed by Programme Board.Test and Training Coordinator to be recruited in January 2020.Risk remains amber as programme running at absolute capacity with minimal contingency.								
Risks Status Explanation		Increased risk profile on the programme now we are in intricate and complex implementation activity.								
Current status										
The overall programme status has remained at amber this month. The risk profile of the programme remains high now that the programme is well underway with an ambitious implementation plan. The programme is running at full capacity to deliver on time with minimal contingency around timeline or programme resources.										
Although running at full capacity and the delivery risk remains high, the programme is making good progress towards the implementation date. The programme remains on track to deliver the Capita OneHousing system on Monday 23 rd November 2020 and no major issues are being encountered.										
Future Outlook										
In the next month the programme will:										
<ul style="list-style-type: none">Continue detailed configuration activityRecruit to vacant programme roles										

<ul style="list-style-type: none"> Data Cut 1 (first migration of data into new test system) starting on 11th December 2019. 	
Reports to	Programme reports to the Housing ICT Programme Board. This group is chaired by the Assistant Director of Housing with key representatives from the HHASC senior management team. The Programme Manager attends the monthly HHASC Senior Management Team (SMT) and both Housing and Building Services department team meetings to update on the programme.
Exec member	Cllr. Denise Craghill
Director responsible	Sharon Houlden: Corporate Director of Health, Housing and Adult Social Care
Dependencies	Digital Services Programme – for delivery of other inter-dependent projects and technical resources
Link to paper if it has been to another member meeting	N/A

Project title		Smart Travel Evolution Programme – STEP							
Reporting period		December 2019							
Description									
STEP is a programme of delivery that will prepare York for the coming revolution in adoption of connected and autonomous vehicles and managing whole city mobility. The project aims to achieve this by:									
Improving communications to transport infrastructure and collecting more transport data.									
Building a transport data platform to assist the City to meet big data challenges and making more of this data accessible.									
Improving transport modelling, 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 is expected to improve our transport planning activities.									
Overall status this period (Dec)						Overall status previous period (Nov)			
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Resources Status Explanation		Internal strategic modelling resource requires strengthening. Advertisements have gone to market.							
Tasks & Milestones Status Explanation		Due to technicalities involved with procuring the strategic and real-time modelling, there is a delay in the procurement of these packages which will subsequently delay the population, calibration and validation of the models, leading to completion in April 2021.							
Risk Status Explanation		3 Key risks at present: <ul style="list-style-type: none">Recruitment of the PM delayed the start of the project and further delays have been caused during the procurement of complex systems, however, many other delays have been mitigated by the hard work of the project team and other time savings are being looked into to mitigate delay where tasks can be run concurrently. Completion is estimated for April 2021.Internal Modelling resource required to ensure models can be adequately accepted and used going forward.							

	GLOSA is a project deliverable but is not deployed outside of research within the UK. Research has been carried out and solution is now identified but it still presents a risk as its new to UK
Current status In the last reporting period: <ul style="list-style-type: none"> • Transport modelling tender appointed (pending contract sign). • ATC sample data provided to modelling contractor for review. • Classified Junction Counts (CJC) sites identified. 	
Future outlook In the next reporting period: <ul style="list-style-type: none"> • Modelling contract will be signed and final modelling programme agreed. • GLOSA tender to go out under TMT2 framework. • Data requirements for modelling to be closer defined. 	
Reports to	The STEP board reports in to Economy and Place DMT and PM updates executive member and Executive when required for updates and approvals. Key decisions are agreed by the Transport Board before reaching executive member or Executive.
Exec member	Cllr Andy D'Agorne
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	The Transport Capital Programme and TSAR Project
Link to paper if it has been to another member meeting	

Project title				Flood Risk – York 5 Year Plan					
Reporting period				December 2019					
Description									
CYC are working closely with the Environment Agency to deliver a range of localised improvements to the cities flood defences, this work – the York Five Year Plan – has been developed following the floods and is supported by Government investment. In addition to this we are working with the EA on a catchment scale study to identify opportunities for wider interventions across the River Ouse catchment to further reduce future flood risks into the long term.									
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Costs Status Explanation		<ul style="list-style-type: none">• The 19 flood cells have a range of challenging technical and environmental elements, the speed of delivery of the whole programme further complicates the delivery.• Value engineering and robust challenge of all solutions is being carried out across all flood cells but delivery of the core outputs with the available funding will continue to be challenging.• Existing cells being taken to planning or where construction has commenced represent value for money and will deliver a robust set of flood risk management interventions, this is reviewed closely by the programme board and assured by the EA Large Project Review Group.• The project team are closely monitoring the available funding and it's ability to deliver the programme of works across all flood cells.							
Current status									
<ul style="list-style-type: none">• CYC continue to work closely with the EA on the delivery of the York Flood Alleviation Scheme as part of the York Five Year Plan.• CYC are members of the Programme Board and EA continue to attend quarterly Executive Member for the Environment Decision Sessions and Economy & Place Overview and Scrutiny bi-annually.• 19 flood cells have been identified and schemes to improve existing or build new defences are in varying stages of development in a prioritised manner across the city to deliver the projects stated required outcomes, as determined by Defra, to better protect 2000 homes and businesses in the city.• The Outline Business Case has been agreed by the EA Large Project Review Group for all 19 flood cells.									

<ul style="list-style-type: none"> Planning applications are being submitted for a range of cells, construction has began on two flood cells - North Street/Memorial Gardens and St Peters School. Planning permissions are being considered for Clementhorpe and Clifton Ings. 	
Future outlook <ul style="list-style-type: none"> Planning applications for several significant flood cells are being determined at present, construction is planned to commence in Spring 2020. Work has paused, a scheduled activity, on the flood bank construction by St Peters School, this will continue through the winter months to avoid poor ground conditions. 	
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	Executive February 2017: CYC Response to the Independent Flood Inquiry https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9310&Ver=4

Project title		City Centre Access								
Reporting period		December 2019								
Description										
<p>Project involves the feasibility and design of static and automated measures to be implemented into the area around Spurriergate, Coney Street, Parliament Street and York Racecourse to provide public protection from potential vehicle attack.</p> <p>The proposals follow firm Police and Counter Terror Unit advice to implement measure to protect areas of high footfall.</p> <p>The automated measures will retain vehicle access outside the footstreets hours and allow emergency and other urgent access during footstreets hours through a system of control by CYC.</p>										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Scope Status Explanation		- Scope has been extended to include support for HVM measures for Xmas Market and Xmas Lights Switch on and this has raised concerns from CYC as Highway Authority								
Costs Status Explanation		- Aim is to revise cost estimate for the permanent measures for Phase 1 to feed into the January 2019 Exec reporting schedule.								
Tasks & Milestones Status Explanation		- Continue liaison with MiY regarding temporary HVM measures and their removal.								
Risk Status Explanation		- Risks associated with costs of implementation - Trial hole information to be defined and scheduled.								
Issues Status Explanation		- Clarity of scope of main designer has been improved but timescales remain challenging.								
Current status										
<ul style="list-style-type: none">Review of Stage 1 Tenders on-going, request for Stage 2 prices to be issued following receipt of detailed design and specification.Principal designer progressing the detailed designs and specification.Continued liaison with MiY particularly regarding issues with the HVM measures and removal of these at end of market.New Year's Eve security measures confirmed for York Minster area.										

<ul style="list-style-type: none"> Progress with CCTV Listed Building application - approval in principle received. 	
Future outlook <ul style="list-style-type: none"> Detailed design and specification to be received from Principal Designer. Complete review of Stage 1 tenders and issue Stage 2 (price). Continue liaison with MiY regarding temporary HVM measures and their removal. Trial hole information to be defined and scheduled. 	
Reports to	<p>Programme reports to the Transport Board and is advised by the York Counter Terrorism Working Group</p> <p>There is a CYC internal working group working on the detail. This group is chaired by the Assistant Director for Transport, Highways and Environment.</p>
Exec member	Cllr Andy D'Agorne
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting.	<p>Executive February 2018: City Transport Access Measures http://modgov.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=10196&Ver=4</p> <p>Executive September 2018: City Centre Access Update and Priority 1 Proposals http://modgov.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=10472&Ver=4</p> <p>Executive August 2019: City Centre Access Experimental Traffic Order Conclusion and Phase 1 Proposals http://modgov.york.gov.uk/ieListDocuments.aspx?CIId=733&MIId=11108&Ver=4</p>

Project title		Parking Review							
Reporting period		December 2019							
Description									
<p>This project is to research, procure and implement a new parking back office system to replace the current system that is now out of date. In turn this new system will help to bring around a change in how parking is managed and how our customers interact with us by taking forward a customer self service system, such as the purchasing of parking permits and dealing with PCNs (Penalty Charge Notices).</p> <p>Historically there have been a number of issues relating to the delivery of the Parking Services back office system due to issues with the supplier. Motivation for this approach is also brought about by the fact that 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 on-line services for customers. There is an opportunity to resolve a number of issues with this change project with the delivery of an ICT back office system to deliver this change and as the catalyst to support the development of a new parking strategy and technological roadmap for the next 10+ years in line with the Local Plan and Local Transport Plan 4.</p> <p>As part of this project the Council ICT team are looking into how this system could interface with existing CYC systems, such as FMS and CRM but looking forward, how these systems can interface with other systems such as parking machines and the wider Smart City work the Council is taking forward (STEP).</p>									
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Current status									
<ul style="list-style-type: none">Executive Paper submitted and decisions made by Executive to inform any change in scopeIdentification of key policy decisions required for configurationIdentification of key resources required for implementationReview and update to-be- processes									

<ul style="list-style-type: none"> • Supplier discussions on use of Google Maps rather than the Council's ESRI system • Discussions regarding data retention to review the impacts on configuration 	
Future outlook <ul style="list-style-type: none"> • Contract signed with supplier • Project kick off meeting with supplier • Further definition of processes based on exec paper conclusions • Define future phases • Continue to define configuration decisions and policy decisions • Technical kick-off meeting with supplier later in January 2020 	
Reports to	The project is steered by the Parking working group and reports to the Transport Board
Exec member	Cllr Andy D'Agorne
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council)	<p>Executive February 2016: Parking Review https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8846&Ver=4</p> <p>Executive November 2019: Parking Update https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11112&Ver=4</p>

Project title		Children in Care Residential Commissioning							
Reporting period		December 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.									
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Current status									
Foster care recruitment									
<ul style="list-style-type: none">• Recruited two agencies to develop foster care recruitment• One agency to develop creative messaging and one agency to develop digital recruitment campaign• Project implementation plans developed with agreed milestones and KPIs									
Residential - property									
<ul style="list-style-type: none">• Property identified in line with specification• Lead and ward members briefed• Risk assessment completed including consultation with Police• Local community engagement event• Approach to planning agreed									
Residential - procurement									
<ul style="list-style-type: none">• Market engagement completed with 16 suppliers• Specifications drafted for residential and supported accommodation									

<ul style="list-style-type: none"> • Procurement timetable developed 	
Future outlook	
Foster care recruitment <ul style="list-style-type: none"> • Creatives and straplines developed and agreed • Information pack developed • Web pages developed • Digital campaign planned • recruitment performance dashboard developed 	
Residential - property / procurement <ul style="list-style-type: none"> • Certificate of lawfulness application • Identification of additional property • Community engagement 	
Reports to	CEC DMT and Project Board
Exec member	Cllr Ian Cuthbertson
Director responsible	Amanda Hatton – Corporate Director of Children, Education and Communities
Dependencies	None
Link to paper if it has been to another member meeting	Executive July 2019 - Children in Care Residential Commissioning Plan https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107&Ver=4

Project title		Inclusion Review								
Reporting period		December 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>										
Overall status this period (Dec)						Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues	
Dec										
Quality Status Explanation		<ul style="list-style-type: none">- The actions to reduce the financial pressures are underway but are at an early stage. Detailed financial modelling will need to take place to cost the provision pathways being developed through the Steering Group meetings. This work is progressing at a slow pace due to lack of capacity in the finance team and the pressures of year-end close down of accounts.- The work that has started with IMPOWER and the commissioning contract being established with Danesgate will identify opportunities to reduce financial pressures. An element of the work with IMPOWER will be to benchmark the current financial model underpinning the SEN banding to identify opportunities to reduce costs.- Demand management is key to the management of financial pressures, currently there are increasing requests for statutory assessment and costs associated with the SEMH cohort.								

	<ul style="list-style-type: none"> - Work with IMPOWER is being used to review opportunities for earlier intervention and to ensure that all processes are financially efficient.
Costs Status Explanation	<ul style="list-style-type: none"> - The reduction in costs to the high needs DSG will need to be profiled over time as the changes to provision and processes will require a period of transition, particularly related to the development of capacity in mainstream settings and schools. The development of commissioning specifications for alternative provision will be developed as part of this work as will a review of ERP contracts. - Work with IMPOWER will focus on the financial models linked to current banding to identify whether York's financial banding is too generous when compared with other LAs.
Resources Status Explanation	<ul style="list-style-type: none"> - Options to manage the current pressures on the High Needs DSG are still in the early stages of development and savings have yet to be identified. A savings profile will need to be developed which shows the impact in changes to support for mainstream settings and schools which should reduce overall costs over time. - Pressures continue to exist related to the growth in requests for statutory assessment and the continued increase in numbers of young people maintaining EHCPs beyond the age of 19. The pressures to funding have been acknowledged by the Department for Education who have launched a national call for evidence which closes on 31st July 2019. Findings and recommendations from this government review will inform the work to profile savings.
Financial Benefits Status Explanation	<ul style="list-style-type: none"> - The development of outreach support is crucial to develop practice in mainstream settings and schools - particularly for children with SEMH as their primary need. - This will gradually reduce pressures on the High Needs DSG as more children will have their needs met in mainstream. - The development of a formal contract with the Danesgate Community will reduce the numbers of children on roll over time as will the development of dispersed PRU provision on school sites which would reduce transport costs. - Work is being commissioned from IMPOWER to focus on a review of financial planning.
<p>Current status</p> <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>	

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.

Expressions of interest for secondary satellite provision have been received and a project plan is in the early stages of development.

A feasibility study is taking place with a primary school to support the development of a proposed primary ERP provision.

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 work with IMPOWER is drawing to a close and findings will be presented to multi-agency partners on 11th December. This will be used to establish task and finish groups based on the findings.

The Council's Executive have approved the budget for the capital works needed at Millthorpe School to fully establish the secondary satellite provision.

The SEND transport consultant has identified areas to look at for possible savings and a report will be presented to the Corporate Director in January 2020.

The project plan and improvement actions will be reviewed following the Local Area Inspection of SEND which is taking place during week beginning 9th December 2019.

Reports to	CEC, DMT
Exec member	Cllr Ian Cuthbertson
Director responsible	Amanda Hatton – Corporate Director of Children, Education and Communities
Dependencies	None

<p>Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)</p>	<p>Executive November 2018: The Inclusion Review and the Special Needs Capital Grant https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474&Ver=4</p> <p>Executive August 2019: Executive Report Danesgate Land Academy Conversion https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11108&Ver=4</p> <p>Executive November 2019: Millthorpe School - Enhanced Resource Provision https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11112&Ver=4</p>
--	--

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

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

Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Dec									
Tasks & Milestones Status Explanation		The main focus of tasks ahead is with PNC workstations (Windows 10 & PNC8) and devices for mobile workers. The Windows 10 upgrades have been complete and work on the PNC8 upgrades will start in Jan through to Feb 2020.							
		A vision, mission statement and commercial plan for Be Independent is paramount in order for objectives to be set, this is being iterated and refined with senior management. Participants for the IoT trials will be included as part of wider research to consolidate the vision internally.							
		<u>User Research</u> Work can now continue on laptop/device trials, as a desktop engineer has been allocated. This is underway, and resource has been allocated internally.							
		Ongoing work with worker roles and changes to Mosaic access and proof of concepts with Assistive technology is also taking place.							
Risk Status Explanation		Current infrastructure has a range of risks identified which is impacting on the efficiency of the service.							
Issues Status Explanation		Issues identified.							

Current status

- All PNC workstations have been upgraded to Windows 10.
- PNC 8 Upgrades will start in Jan 2020, a kick off meeting with the project team will be on 11/12.
- Vision & Mission Statement building work is being iterated and refined.
- Workshops with staff to create questions for customer research for Adult Social Care and residents views around their expectation of a service and how technology is used to help people live more independently.
- Mosaic worker roles have been defined and shared with Systems Support team, Staff Warning Register access is underway.
- Desktop engineer resource has been allocated internally. This will progress the work needed on device trials for mobile teams.
- Required information on Singleview has been added for BI staff.
- IoT trials with Grandcare have started.

<ul style="list-style-type: none"> IoT trials with Karantis360 are actively being progressed and participants have been identified. 	
Future outlook <ul style="list-style-type: none"> Begin work on PNC 8 upgrades in Jan 2020 Continue work on devices for mobile workers by desktop engineers and upgrading CYC laptops to Windows 10 Continue work on Mosaic access Continue work on streamlining processes 	
Reports to	Head of ICT/Director level/CMT/Executive
Exec member	Cllr Carol Runciman
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, scrutiny committee)	<p>Executive June 2018 - Transfer of Be Independent to the direct management of City of York Council</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MIId=10469&Ver=4</p>

Project title		Procurement of MSA and Strategic Engagement Technology Partner							
Reporting period		December 2019							
Description		<p>To develop a specification, procure and appoint a technology provider to deliver the City of York Council's (CYC) essential managed network services arrangements (MSA) this includes connectivity, voice and data services. CYC's current MSA contract expires following an extension period, on 31 August 2020. The contract is currently worth £2million per year and the new contract is likely to run for at least a minimum of 10 years.</p> <p>The procurement process was approved by Executive in November 2017, and progressed proper in April 2019 after the appointment of commercial procurement partners to support internal capacity, with the view to develop an Invitation to Tender for both CYC and Harrogate Borough Council. The scope of the review then changed in July 2019 to proceed to meet CYC requirements only, due to a change in Harrogate's local circumstances. There is continuing good relationships between the two councils and a shared management team.</p> <p>The new provider will be a strategic technical delivery partner enabling CYC to achieve its strategy for the delivery of digital services to its residents, businesses and partners.</p> <p>Progress of the original project to date includes documenting the requirements of both councils and production of a draft ITT. The changing scope of the procurement has allowed a pause in proceedings to allow for the following:</p> <ul style="list-style-type: none"> • A review of work done to date and a revision of the scope of the project. • Bringing the project in line with Council's All About Projects approach • Addressing of known risk as per independent legal and technical advice commissioned given the time taken to date and learning from recent procurement practice elsewhere. <p>The aim of this revised project is to recommence the procurement with a robust approach and assurance that the Council can secure the best MSA going forward given changed scope and lessons learned.</p>							
Overall status this period (Dec)					Overall status previous period (Nov)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non	Tasks &	Risks	Issues

						Financial Benefits	Milestones		
Dec									
Current status <ul style="list-style-type: none"> • Change in scope of procurement agreed by Councillors. • Supplier Engagement Day successfully completed. • Individual follow up engagement sessions with suppliers completed. • Project assurance partners have been engaged and have begun assurance of project process and governance, to be followed by project assurance of specification and contract. • Legal meeting completed to go through contract and clarify outstanding areas. • Project board agreed the need for stop gap measure (extension of contract with incumbent for 3-6 months) to mitigate risk of procurement not completing before August 2020 end date of current contract. • Decision pending on re-engagement of consultants for contract negotiation phase of procurement. 									
Future outlook <ul style="list-style-type: none"> • By next period expecting project assurance of current draft of specification and contract to be completed by contract assurance partners. • The aim is to complete procurement documentation for end of December with a view to publishing ITT in January. • Complete contractual discussions with procurement partner. 									
Reports to				<ul style="list-style-type: none"> • Project Board chaired by a Project Sponsor and meets on a monthly basis. • Project Steering Group chaired by the Project Manager meets weekly. • Project Sponsor and Project Manager meet weekly. • Legal and Finance/Procurement are represented at both meetings at both strategic and operational levels. • Oversight is provided by the Council's Corporate Project & Programmes' manager. • Independent assurance provided by an external adviser/consultant. 					
Exec member				Cllr Nigel Ayre					
Director				Ian Floyd – Deputy Chief Executive & Director of					

responsible	Customer & Corporate Services
Dependencies	
Link to paper if it has been to another member	<p>Exec Dec 2017 – Procurement of ICT Managed Services</p> <p>https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10194&Ver=4</p>