

Update of Major Projects

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

Please note before reviewing the “Large” project information:

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

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

- See the matrix below when reviewing the risk scores.

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

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

Detailed updates

Project title	Older Persons' Accommodation Programme
Reporting period	September 2018
Description <p>The Council's Executive on 30th July 2015 approved the Business Case for the Older Persons' Accommodation Programme in order to prepare the city for a 50% increase in the size of the over 75 people. This will:</p> <ul style="list-style-type: none">• fund 24/7 care support at Auden House, Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes;• progress with plans to build a 27 home extension to Glen Lodge;• seek the building of a new Extra Care scheme at Oakhaven in Acomb;• see the procurement of a new residential care facility as part of the wider Health and Wellbeing Campus at Burnholme; and• encourage the development of additional residential care capacity, extra care and age related housing, supporting older people to continue to live independently in their own home. <p>These efforts will facilitate the replacement of council-run Older Persons' Homes which are not longer fit for purpose.</p>	
Current status GREEN <p><i>This report provided an update on the last three years of the Programme.</i></p> <p>The report will review the outcomes and achievements of the Older Persons' Accommodation Programme launched in 2015 and demonstrate that we are on track to deliver over 900 new units of accommodation with care for older people by 2020, a significant increase on the 533 that was originally planned. In total, over £100m of new investment in care accommodation has been secured. The report will also highlight the continued and growing need for new accommodation with care for older people and will propose a further phase of the Programme in order to tackle this need.</p> <p>1. The Programme has been successful and is on track to deliver 964 new</p>	

units of accommodation with care for older people by 2020, comprising

- 561 residential and nursing care beds; and
- 403 homes in Extra Care schemes.

Of these, 242 are already in use and occupation and a further 215 under construction.

The original target for the Programme was to deliver 533 new units of accommodation.

2. These homes deliver the capacity to improve a person's quality of life, including physical and mental health, wellbeing, social life, and autonomy. In addition, homes built specifically for older people to move into allow family homes to be freed up for the next generation.
3. The changes delivered by the Programme are also financially significant, generating revenue savings of over £500,000 per annum, money which can be invested elsewhere in the care system.
4. Through partnership working and self-investment, the Programme has stimulated over £100m of capital investment in new care accommodation. Construction and care jobs are delivered through this investment.
5. The Programme has taken an engaging, empowering, and at times innovative, approach to encouraging investment in new care provision. Many care providers and developers of homes have been involved and, through this process, we have:
 - a. appointed Ashley House plc working with HC-One to construct and operate an 80 bed residential and nursing care home on Council land at Burnholme, with the Council buying 25 of those beds at our Actual Cost of Care rate for 15 years;
 - b. supported the Joseph Rowntree Housing Trust and Homes England to invest in a new 44 bed care home and 105 extra care apartments to rent and to buy in New Earswick, with the Council holding nomination rights to 66 of the extra care homes;
 - c. entered into a contract with Octopus Healthcare (working with Barchester Healthcare) for Octopus to buy the site of the Fordlands older persons' home from the Council and (now that planning consent has been secured) build a new 64 bed care home in its place;
 - d. identified a preferred partner who can take on the transfer and transformation of Haxby Hall older persons home, aiming to take on the existing operations and staff and then transform the site by

- building a new, 63 bed residential and residential dementia care home on the site, with the Council buying back nine beds at our Actual Cost of Care rate;
 - e. supported the Abbeyfield Society to invest in a 25 bed dementia ready extension to their Extra Care facility at Regency Mews, at the same time securing nomination rights to the Council for 9 of these homes;
 - f. sold the site of the former Oliver House older persons home to McCarthy & Stone so that they could build a 34 home Independent Living scheme for older people; and
 - g. appointed Ashley House plc (working with Places for People Housing Association) to deliver a 56 home Extra Care facility on the site of the Oakhaven care home, with the Council having nomination rights to 25 of the apartments built.
6. The transformation of the Burnholme Community College site, which closed in 2014, is a key feature of the Programme, both because it delivers a site for the new 80 bed care home but also because it delivers key health and wellbeing facilities for the neighbouring communities. The way in which this was achieved is instructive:
- a. Neighbours, residents and stakeholders were fully engaged in drawing up a master plan for the Health & Wellbeing Campus at Burnholme and because of this the subsequent construction work has secured strong public support.
 - b. Via extensive market engagement and innovative procurement, our designated partner is Ashley House working with HC-One care provider, appointed to fund, build and manage a new care home at Burnholme, providing back, at the Actual Cost of Care price, 25 care beds for use by the Council's clients.
 - c. A new £5m library and community facility has been built and opened in June 2018. It is receiving positive public reaction. This building is delivered in partnership with Explore York Libraries and Archives and, through the provision of this building; they have been able to reduce by £66,000 the net annual operating cost of the service.
 - d. Once more working in partnership, this time with GLL, the Council's current leisure management provider, we have agreed to refurbish and extend the sports facilities at Burnholme, helping to provide an accessible place where local people can stay active.
 - e. The site also offers space for approximately 70 new homes and a state of the art health centre.
7. The Programme, following resident, relative and staff consultation, has

safely closed six Council-run care homes. These homes were no longer fit for purpose. Residents moved as follows:

	Grove House	Oakhaven	Willow House	Woolnough House	Windsor House	Morrell House	
In hospital	0	1	5	0	1	0	6%
Haxby Hall	8	6	6	2	0	1	21%
Care Home	7	11	9	7	17	20	65%
Extra Care	1	1	1	0	0	0	3%
Out of area	0	1	1	1	2	0	5%
Home	0	0	1	0	0	0	1%
TOTAL	16	20	23	10	20	21	110

The revenue and capital resources freed up by these closures have been re-invested in new provision.

1. Change has been secured without major “shock” to the health and care system in York. This has been achieved by careful planning and co-ordination of resources, by paying close attention to the needs of individuals affected by change and by the investment in Independent Living Services (both at home and in Extra Care facilities) which have diverted demand away from residential and nursing care. However, until considerably more new provision is made available, the health and care system remains vulnerable to sudden change and, even with new provision, is experiencing some significant challenges, most notably that of staff recruitment and retention.
2. There have been some delays in delivery including:
 - a. A ten week delay in the completion of the new Glen Lodge Extra Care extension due to remodelling the entrance to the existing scheme, delays caused by poor weather, and difficulties getting utilities connected.
 - b. Continued uncertainty regarding Department of Health investment in the Health Centre at Burnholme has delayed progress on this part of the Burnholme Health and Wellbeing campus. We continue

to lobby in support of this investment.

- c. Delay in progressing the new Extra Care facility at Oakhaven, initially because we considered it as temporary homeless person's accommodation until the James House opportunity was identified and, following that, the planning uncertainty regarding the proposed care home at Carlton Tavern has delayed our partner's progress. However, recent public engagement showed support for their scheme and while the planning team express concerns regarding size of the proposed new building and its position on the plot, we now await a decision from our partner regarding the submission of the planning application for this scheme.

Future outlook

1. The next six months of the Programme will see positive activity to drive forward the delivery of the promised accommodation with care, as follows:

October 18	<ul style="list-style-type: none"> - Start on site for construction of the 33 home extension to the Marjorie Waite Court Extra Care scheme. - Start on site for the 80 bed Burnholme Care Home.
November	Ground breaking for the 64 bed Fordlands Care home.
January 19	Start on site with the Lincoln Court transformation works.
February	Ground breaking for the new Burnholme Sport facilities, part of the Burnholme Health & Wellbeing campus.
March	Appointment of the preferred partner to deliver a new care home on the Lowfield Green site.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Loss of EPH staff morale leading to negative impact on service provided to existing EPH residents.	<p>Maintain staff morale and focus through regular, open and honest briefings/updates; engagement through EPH Managers and staff groups; investment in staff training, support and development.</p> <p>Now that the decision to close</p>	19	2

	Morrell House has been made this risk is now significantly reduced.		
Project does not deliver the right number and type of care places required by the City. Needs remain unmet.	Regular market review. Modelling of predicted care levels to look at effect of the provision of different numbers of care places by type.	19	6
Increase in interest rates would impact negatively on borrowing.	Use of capital receipts rather than borrowing. Ensure impact is capped or controlled through the contracts. The directly procured programme has little exposure to borrowing and, therefore the risk of interest rate change is small. However partner investment is dependant on borrowing and so some element of interest rate remains.	19	8
There is insufficient funding to deliver all of the elements of the project.	It has been agreed that the first £4m of receipts from the sale of OPH assets will be ring-fenced to support this Programme. To date, for Grove House, we now have visibility of £3.2m of these receipts. DfE consent for the disposal of the school buildings at Burnholme give us the ability to realise capital from both the care home site and the health centre site, at approximately £1.9m. These funds, when realised via sale, will be	19	1

	<p>sufficient to fund at least 50% of the investment into the library & community facilities at Burnholme.</p> <p>Together, these reduce the overall financial and funding risk for the programme.</p> <p>A review of the financial model for the Programme has shown expected saving to rise to £1.3m from £500k, confirming that there are sufficient resources to deliver the programme.</p>		
Failure to secure planning consent for key developments will mean that new care provision and associated facilities are not forthcoming.	<ul style="list-style-type: none"> - Careful pre-planning consideration of likely objections and possible mitigations. - Pre-planning public engagement. - The use of skilled advisers. 	20	19
Reports to	Executive, CMT, Project Board, DMT		
Exec member	Cllr. Carol Runciman		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	Burnholme Health & Wellbeing Campus Capital Programme		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Executive October 2015 - Grove House and Oakhaven Older Persons' Homes http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Executive July 2016 Demonstrating Progress on the Older Persons Accommodation Programme http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=</p> <p>Executive November 2016 (Willow house OPH)</p>		

	<p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive December 2016 - Older Persons' Accommodation Programme Update http://democracy.york.gov.uk/documents/s111003/Older%20Persons%20Accommodation%20Programme%20Update.pdf</p> <p>Executive Feb 2017 - Sale of Land at Fordlands Road as Part of the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s112465/Sale%20of%20Land%20at%20Fordlands%20Road.pdf</p> <p>Executive March 2017 - Oakhaven Extra Care Facility: the sale of land to facilitate the development http://democracy.york.gov.uk/documents/s113398/Oakhaven%20Extra%20Care%20Facility.pdf</p> <p>Executive March 2017 - Burnholme: the sale of land to facilitate the development of a Care Home; agreement to management arrangements for the Community & Library facilities; disposal of the Tang Hall Library site http://democracy.york.gov.uk/documents/s113384/Burnholme%20Report.pdf</p> <p>Executive August 2017 - Investment in New Extra Care Accommodation for Older People at Marjorie Waite Court Following the Closure of Burton Stone Lane Community Centre http://democracy.york.gov.uk/documents/s116717/Investment%20in%20New%20Extra%20Care%20Accommodation.pdf</p> <p>Executive August 2017 - A Further Phase of the Older Persons' Accommodation Programme Deciding the Future of Woolnough House Older Persons' Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10190&Ver=4</p> <p>Executive September 2017 - Demonstrating Delivery of the Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s117298/Older%20Persons%20Accommodation%20Programme.pdf</p> <p>Executive October 2017 - Disposal of Willow House, Walmgate, York http://democracy.york.gov.uk/documents/s117577/Willow%20House.pdf</p>
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	<p>Executive December 2017 - A Further Phase of the Older Persons' Accommodation Programme: Deciding the Future of Windsor House Older Persons' Home http://democracy.york.gov.uk/documents/s119256/Deciding%20the%20future%20of%20Windsor%20House.pdf</p> <p>Executive January 2018 - Securing a Sustainable Future for Haxby Hall Older Persons' Home http://democracy.york.gov.uk/documents/s120959/Securing%20a%20Sustainable%20Future%20for%20Haxby%20Hall%20OPH.pdf</p> <p>Health, Housing and Adult Social Care Policy and Scrutiny Committee January 2018 - Update on Older Persons' Accommodation Programme http://democracy.york.gov.uk/documents/s120609/Older%20Persons%20Accommodaiton%20Programme.pdf</p> <p>Executive February 2018 – Disposal of Willow House http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10196&Ver=4</p> <p>Executive March 2018 - Investment at Lincoln Court to Create an Independent Living with Support Facility http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4</p> <p>Executive April 2018 - Deciding the Future of Morrell House Older Persons Home http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10197&Ver=4</p> <p>Executive July 2018 – Delivering Improved Sports and Active Leisure Facilities at Burnholme http://democracy.york.gov.uk/documents/s124728/Burnholme%20Leisure%20Facilities.pdf</p>
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Project title	York Central
Reporting period	September 2018
Description <p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>	
Current status AMBER <p>The Outline Planning Application has been validated and statutory consultation undertaken. A detailed application for phase 1 infrastructure will be submitted in due course.</p> <p>Procurement by CYC of infrastructure delivery partners is progressing. The design of the access road and bridge, and relationship with Millennium Green continues to develop. The draft design freeze presents an alignment which does not require additional Millennium Green land, but proposes landscaping to the infrastructure boundary on land which would remain within the lease.</p> <p>Governance arrangements for delivery are well evolved, and sign-off by CYC will form part of the suite of funding approvals.</p>	
Future outlook <ul style="list-style-type: none"> • Work continues on the detailed application for phase 1 infrastructure. • The continued development of the design of the access road and bridge and relationship with Millennium Green. • Funding approvals are programmed over the autumn, with HIF submission targeted now for 3rd December 2018, approval for the undertaking of enterprise zone backed borrowing programmed through CYC executive and Council, as well as the EZ Board (with YNYER) and YNYER LEP board, and submission of Full Business Case for 	

WY+YT targeted for October to allow a decision from December.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Delayed submission or determination of planning applications.</p> <p>Judicial review challenge to planning consent.</p> <p>Local Plan approach to site allocation and/or development policies introduces constraints to development at York Central.</p>	<p>Control mechanisms for this risk include:</p> <ul style="list-style-type: none"> • Allocation of sufficient expert planning resource to the project • Effective engagement (including pre-application engagement) with the Local Planning Authority and stakeholders • Effective community consultation & engagement • Procurement of expert planning legal advisors to ensure compliant approach • Effective engagement with the Local Planning Authority in respect of the Plan Making Function <p>Mitigating actions are for the continued resourcing of the control measures and close monitoring of progress by project board.</p>	19	13
<p>Costs exceed the sum of funding and site value, leading to an unviable development proposition or the need to deliver an alternative development scheme which does not achieve all partner objectives.</p>	<p>Contingency and optimism bias are built into current cost plans at appropriate levels. Technical design and assessment work is sufficiently detailed to allow a nuanced understanding of site costs</p> <p>A range of public funding sources and mechanisms have been identified to support the project whilst spreading risk across the public sector.</p>	23	22

Inability to form an effective partnership and successfully engage investors/ developers will result in development taking place in a piecemeal manner, if at all.		Effective project governance and partnership arrangements are resulting in strong joint working and good progress towards Heads of Terms for partnership agreement. Continued resourcing of the identified control measures.	23	22
Large-scale infrastructure interventions are required in order to realise development at York Central. Given the cost and timing of these interventions, partners are progressing their capital delivery in order to de-risk the project and enable commercial engagement.		Detailed design of core infrastructure is currently underway; this follows significant testing and design of alternative approaches and technical assessment of performance. The proposed approach is considered feasible and deliverable and early market engagement is proposed to streamline processes and ensure pragmatism. Close liaison between design/ technical teams and planning advisors is in place, and monitoring of activity at project team and board level is undertaken. Dialogue with Millennium Green Trust is progressing and legal advisors appointed. Continued resourcing of control measures and monitoring of progress.	22	17
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee, Project steering group			
Exec member	Cllr Ian Gillies and Cllr Keith Aspden, Cllr David Carr			
Director responsible	Neil Ferris – Corporate Director of Economy and Place			
Dependencies	Local Plan Policy, Economic Strategy, City Transport			

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

	<p>York Central Update – Western Access http://democracy.york.gov.uk/documents/s125516/York%20Central%20Update%20-%20Western%20Access%20V8.pdf</p>
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Project title	Castle Gateway
Reporting period	September 2018
Description <p>City of York Council (CYC) are one of the principal land owners in the area around Piccadilly, the Eye of York, St George's Field and the Foss Basin. This area is being referred to as the "Castle Gateway" and many parts of the area are underused, semi derelict or of poor quality. Many of the properties are for sale or owned by investors and there is a risk that the area will continue to be blighted or that important sites will be developed in a piecemeal manner. The area is urgently in need of a fresh vision to improve the locality and create a socially and economically sustainable future. As the principal landowner, CYC will be instrumental in delivering a joined-up regeneration of the area which will maximise social and economic benefits for the City.</p>	
Current status AMBER <p>The My Castle Gateway project has been extended through a commission with Leeds University as an ongoing research project. The next stages of engagement will be mapped out and implemented in October.</p> <p>A site meeting was held with Historic England through their enhanced pre-application service to consider the planning applications for work package 1. This looked at the latest proposals for the sites, and Historic England will feed back their initial views.</p> <p>A detailed technical meeting was held with Yorkshire Water to consider the solutions for the sewers that cross both Castle Mills and St George's Field. It was agreed that the Castle Mills sewer will remain in situ with buildings designed around it, but with a relaxed wayleave area if the sewer is gravity fed and not siphoned. Yorkshire Water have arranged a site visit to confirm whether this is the case. At St George's Field the only viable option is to divert the overflow sewer which crosses the multi-storey car park footprint. Yorkshire Water are considering our proposed design and will undertake hydraulic analysis to check it is feasible, and provide a cost for the diversion. The above issues have delayed the submission of planning applications for work package one until early next year.</p> <p>The council have submitted a final proposed partnership agreement to York Museums Trust and English Heritage for review. This will allow the</p>	

exploration of shared design and delivery solutions for the masterplan and the redevelopment of the Castle Museum and potential visitor centre facilities

The Rose Theatre has now completed on Castle Car Park, with 80,000 people visiting and attending productions of Shakespeare over the summer. Lunchbox Productions have approached the council to return next year, and it is proposed to take a report to the Executive in October to consider the proposal.

Future outlook

Work will continue with Historic England, Yorkshire Water and planning officers to refine the planning applications for work package 1.

Design work will begin with York Museums Trust to explore their proposals for the Castle Museum and the interface with the masterplan proposals for the rear of the museum. An agreement in principle for the land to become open to the public will need to be in place before the submission of the planning applications for work package 1.

Steamrock have offered revised terms for the regear of the Coppergate Centre lease. Officers will consider these to establish whether they are broadly acceptable before entering into detailed negotiations and external validation. Any regear and extension of the lease would necessitate a report to Executive for their approval.

The next stage of My Castle Gateway will begin in October, consulting with the public on work package 1 proposals before planning submission and to establish a detailed public brief for the public realm and buildings in work package 2.

A risk workshop will be held in September to review the status of all previously identified risks and to consider risks for future stages of the project.

Key risks

Risk (brief description/ consequence)	Control/action	Gross	Net
Insufficient legal resources and internal experience to support the establishment of a delivery model for the	The council have already sought external legal advice from Bevan Brittain on earlier partnering opportunities	21	14

council's assets.	<p>in the Castle Gateway. It is probable that their (or another framework partner's) advice will be required in future.</p> <p>Legal are currently conducting a review of the project and identifying what resources are needed and whether this will be internal or external.</p>		
<p>Land assets outside the council's control do not come forward to market, continuing to undermine the area and depress the council assets and income</p> <p>Castle Gateway remains run-down, with a number of derelict, vacant or poor quality sites damaging the local area and having a negative impact on the capital and revenue value of the council's assets.</p>	<p>Discussions with other land owners and developers are active and ongoing, and the Executive have asked officers to conduct detailed discussions with Steamrock Capital, the other major landowner in the area, to understand if there is an opportunity and potential to work in partnership. The outcome of this, and alternative delivery models, will be taken back to the Executive later this year.</p> <p>The proposals for a meanwhile use on 17-21 Piccadilly will lead to an improvement in the area and increased footfall which could act as the catalyst for development.</p> <p>A planning application has been submitted by Northminster for the NCP garage site on Piccadilly for a hotel and apartment development.</p> <p>Steamrock/Oakgate has permitted development rights to convert Ryedale House in to</p>	23	19

	apartments and are preparing a planning application for the Banana Warehouse.		
The preferred masterplan option is economically and commercially unviable and can not be delivered through the income generated by the development values and profit.	<p>The council commissioned external commercial advice from Deloitte to test the preferred masterplan. This identifies the potential land values and developer profit that is achievable from council owned development sites (£22.5m) which could fund the project, and the cost of providing the new public realm and infrastructure (£30m). It is proposed that the funding gap would be met through a bid to the West Yorkshire Transport Fund and other emerging funding opportunities.</p> <p>Planning gain contributions are being sought from applications received in the area to help deliver the key infrastructure improvements needed to achieve the vision. However, it should be noted that until the Local Plan is out for consultation, and ultimately adopted, the ability to maximise this funding stream is limited.</p> <p>A bid will be prepared and submitted to the West Yorkshire Transport Fund to finance major junction improvements and highway infrastructure proposed in the masterplan.</p>	23	19

	<p>Future business cases will be prepared for each of the council's development sites to establish the delivery mechanism and strategy for each individual work package.</p> <p>Ultimately, should the full ambition of the masterplan prove to be financially unviable the Executive will have a series of options from seeking external funding, scaling back the masterplan, or the council funding any viability gap.</p>		
<p>Lack of investment by the council could lead to missed commercial opportunities and returns, and delay or reduce the quality of the wider project</p> <p>There will be a number of options and opportunities for the council to consider throughout the Castle Gateway project. These will require varying levels of investment and risk. Choosing not to pursue some of these opportunities may result in the failure of the key aims of the project.</p>	<p>A clear masterplan has been approved for the Castle Gateway with defined uses for council owned land assets. The Executive have committed to the next stage of delivery for the first development sites by creating a capital budget to secure planning permissions for work package 1 and 2.</p> <p>Alongside planning applications for each work package officers will prepare detailed business cases setting out delivery options to ensure that development proceeds once planning permission is secured. Each work package will contain elements of infrastructure and public realm that cost money and development opportunities that will generate a commercial return to help pay for that investment.</p>	21	20

	A report will be taken to the Executive in the autumn of 2018 to seek a capital budget to construct the proposed St George's Field multi-storey car park. This is the first step in delivering the heart of the masterplan by replacing and allowing the closure of Castle Car Park.		
<p>Failure to secure West Yorkshire Transport Funding</p> <p>The key funding strategy to meet the masterplan's viability gap is to seek West Yorkshire Transport Funding for the major highways and transport infrastructure elements of the project. This is envisaged to be in the region of £7.5m.</p>	<p>The Castle Gateway masterplan has been raised with WYCA at a strategic level.</p> <p>To mitigate this risk the business case for the funding will be made to the WYTF as a matter of urgency. Whilst some of this risk could be offset by delaying the planning applications until funding has been secured this could lead to a significant delay (as the WYTF bid process is considerable), but more importantly it would reduce the chance of any bid being successful as deliverability – evidenced by planning permission – is a key criteria in awarding funding. It would therefore improve the chances of a successful bid to proceed with the bid and planning applications in tandem.</p>	20	19
Reports to	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		

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Future outlook

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

www.york.gov.uk/localplanexamination

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

Officers are currently preparing a response which it is anticipated will be sent to the Inspectors prior to the end of September. A report is being taken to Local Plan Working Group on 20th September providing an update to members on the Local Plan and specifically relating to the issue of housing need in the context of new Government demographic projections.

It is anticipated that, subject to the agreement of the Inspectors, that hearing sessions on the issue of housing need could commence prior to the end of the year.

Key risks

Risk (brief description /consequence)	Control/action	Gross	Net
Unable to steer, promote or restrict development across its administrative area	Work to approve LDS continuing to develop a strong evidence base. Ongoing work with the LP team.	19	18
The potential damage to the Council's image and reputation if a development plan is not adopted in an appropriate timeframe	Work to approve LDS continuing to develop a strong evidence base.	19	18
Risks arising from failure to comply with the laws and regulations relating to Planning and the SA and Strategic Environmental Assessment processes and not exercising local control of developments, increased potential to lose appeals on sites which may not be the Council's preferred development options.	Procure appropriate legal and technical advice to evaluate risk as the plan progresses.	19	18
Financial risk associated with the Council's ability to utilise planning gain and	Develop Local Plan policies linked to planning gain, undertake viability and	19	18

deliver strategic infrastructure.	deliverability work and progress CIL.		
The Government has stated its intention to remove the New Homes Bonus in the case of an authority that has not submitted its Local Plan by early 2017.	Work to approve LDS continuing to develop a strong evidence base.	19	18
Reports to	Executive, Local Plan Working Group		
Exec member	Cllr. Ian Gillies & Cllr. Keith Aspden		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	Deliverability of York Central		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive July 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4 Document http://democracy.york.gov.uk/documents/s98802/Report.pdf</p> <p>Executive June 2016 City of York Local Plan – Preferred Sites Consultation http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9191&Ver=4 Document http://democracy.york.gov.uk/documents/s106782/Final%20report%20for%20Executive%2022.06.16.pdf</p> <p>Executive December 2016 – Update on Preferred Sites Consultation and Next Steps http://democracy.york.gov.uk/documents/s111019/City%20of%20York%20Local%20Plan.pdf</p> <p>Executive January 2017 Update on Local plan http://democracy.york.gov.uk/documents/s112269/City%20of%20York%20Local%20Plan%20Update.pdf</p> <p>Executive July 2017 http://democracy.york.gov.uk/documents/s115803/Local%20Plan.pdf</p>		

	<p>Executive October 2017 Minerals and Waste Joint Plan - Submission http://democracy.york.gov.uk/documents/s117549/Minerals%20and%20Waste%20Plan.pdf</p> <p>Local Plan Working Group January 2018 http://democracy.york.gov.uk/documents/s120857/LP%20LPWG%20FINAL%20REPORT.pdf</p> <p>Executive January 2018 http://democracy.york.gov.uk/documents/s120988/Local%20Plan.pdf</p> <p>Executive May 2018 City of York Local Plan – Submission http://democracy.york.gov.uk/documents/s123448/LP%20Exec%20final.pdf</p> <p>Local Plan Working Group Sept 2018 York Local Plan Update http://democracy.york.gov.uk/documents/s126068/Report%20-%20York%20Local%20Plan%20Update.pdf Supplementary Planning Documents to support the emerging York Local Plan http://democracy.york.gov.uk/documents/s126066/Report%20-%20SPD%20to%20support%20the%20emerging%20York%20Local%20Plan.pdf</p>
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Project title	The Guildhall
Reporting period	September 2018
Description <p>City of York Council vacated the Guildhall in April 2013, moving to West Offices as part of the Admin Accommodation programme, in order to make approx £1m pa savings. An evaluation of potential future uses had already been undertaken, and following further feasibility work and review a decision on the Future of the complex was taken by Executive in October 2015. Approval was granted for detailed project development work to secure the future of the Guildhall as a serviced office venue; with virtual office and business club facilities, maximising the benefits of the different spaces within the complex, its heritage appeal, and also ensuring ongoing council use and public access in a mixed use development.</p>	
Current status AMBER <p>This progress update covers the period to 14th of September 2018.</p> <p>Statutory Consents / Approvals</p> <ul style="list-style-type: none"> • Executive approval 8 May 2018 to re-tender the works with some scope reduction / VE • Planning and LBC approvals granted 16 Feb 17 • Executive approval for scheme delivery 16 Mar 2017 • Full Council approval of budget requirement 30 Mar 2017 • Grant Agreement letter signed with WYCA 7 Apr 2017 securing £2.347m of LGF funding from LCR LEP to support project delivery. <p>Project Progress</p> <p>In response to the 8 May Executive approval a revised project programme was prepared for Project Board Approval on 15 June covering the re-design and re-tender process, subsequent to the board meeting the programme was found to be inaccurate regarding timescale for the Quantity Surveying pretender activities, coupled with a failure of the Architectural Principle Designers failure to achieve the agreed date for production of information the programme has slipped significantly.</p> <p>Future outlook.</p>	

Out to tender on the 15th of October for 9 weeks.			
Key risks			
Risk (brief description/consequence)	Control/action	Gross	Net
Capital costs and /or gap between cost of repaying borrowing and income from lease/rentals exceeds agreed limit	LGF funding application for 'gap funding' as soft load to secure delivery of LCR SEP objectives in partnership with CYC.	25	20
Costs of scheme exceed current budget estimate as scheme is developed in detail.	Project team approach - early contractor involvement - value engineering workshops	23	19
Gap between cost of repaying borrowing and income from lease/rental exceeds agreed limit.	<ul style="list-style-type: none"> Soft market testing Robust marketing - selection and assessment process LGF funding application for 'gap funding' to secure delivery of LCR SPE objectives in partnership with CYC 	23	19
Failure to secure pre-let on restaurant unit at appropriate value <ul style="list-style-type: none"> No offers at expected value Failure to agree heads of terms 	Soft market testing Robust marketing - selection and assessment process, may require re-marketing	23	18
Quality of Tender Documentation - any deficiencies in the tender documents give rise to opportunity for the contractor to seek extra payment.	<ul style="list-style-type: none"> Pre tender review of documentation Rectification of deficiencies 	19	19
Reports to	The Guildhall board reports to Economy and Place DMT and PM updates Executive member and Executive when required for updates and approvals.		
Exec member	Cllr. Ian Gillies		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		

Dependencies	Local plan
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Scrutiny – 13 June 2016 http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9420&Ver=4</p> <p>Exec – 14 July 2016 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Planning application links</p> <p>16/01971/FULM Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5KESJMZK00</p> <p>16/01972/LBC Alterations and refurbishment of Guildhall complex to create conference rooms, meeting rooms and offices, refurbishment and part rebuild of existing south range to provide cafe and ancillary accommodation, and erection of extension on north side of complex to form restaurant and office accommodation The Guildhall Coney Street York YO1 9QN https://planningaccess.york.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=OCD5LDSJMZL00</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113442/Development%20of%20the%20Guildhall%20Complex.pdf</p> <p>Executive May 2018 The Development of the Guildhall Complex http://democracy.york.gov.uk/documents/s123444/Guildhall%20May%202018%20-%20Exec%20final%20update.pdf</p>

Project title	Community Stadium
Reporting period	September 2018
Description <p>The Community Stadium project will deliver a new football and rugby stadium for professional sport and community sport and leisure facilities for the city of York. The project also includes a new athletics facility for use by York Athletic Club as well as many community uses and work with community partners.</p> <p>The core project objectives are to provide a new Community Stadium within a new leisure facility complex on the grounds of the existing Huntington Stadium / Waterworld swimming pool.</p> <p>This project represents an opportunity to create one of the country's most far reaching community stadium complexes.</p>	
Current status GREEN <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Site operational from 8 January 2018 and full construction has begun. • Superstructure now complete across the commercial building, east stand, hub and leisure building. • West stand superstructure is progressing well and will be complete within 2 weeks. • North stand superstructure now ongoing and will be complete before Christmas. • Foundations are now complete for the South stand. • Construction and the project are progressing well and are on schedule and to budget. <p>The timetable included in the report to Executive for September 2018 highlights that the facilities will be complete and open by Summer 2019.</p>	
Future outlook. <p>The next steps for the project are as follows:</p> <ul style="list-style-type: none"> • Superstructure for the North, South and West stands until December 2018. • Completion of the road and connections build by December 2018. • Confirmation of tenants for the commercial and lantern units by May 	

2019. <ul style="list-style-type: none"> • Confirmation of sponsorship and naming by Spring 2019. • Site completion May 2019. • Commercial tenants fit out January 2019 to June 2019. • Stadium and Hub Tenant fit out May/ June 2019. • Site open and operational July 2019. 			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
YCFC go out of business before the stadium is operational	1. Deliver project without delay to ensure all legal agreements signed become active at point of occupation. 2. Ongoing review of accounts of YCFC as part of proposed occupancy agreement. 3. Mitigating CYC's financial exposure as part of risk transfer to bidders. 4. Ongoing project meetings with YCFC to review position 5. Ongoing review of clubs financial position and accounts.	19	19
Not realising estimated commercial return on commercial proposals to the full value expected.	a. Savills report supports figures as proposed b. Potential to increase the amount of retail in the final scheme c. Reduce the outputs of the project Agreement now in place with sectional completion and first payment already received. £1.4m at risk of the overall £10.8m. Project revenues are sufficient to allow this to proceed with minimal risk.	19	19
Failure to find tenants for the Lantern unit and	Tenant for the lantern is at agreement for lease and	19	18

commercial unit	<p>awaiting legal sign off. Commercial agents have been appointed for the commercial unit.</p> <p>Mitigation is to find tenants. Failure will leave the revenue model at risk.</p>		
Failure to find a sponsor for the stadium naming rights	<p>Ongoing discussions with a number of potential sponsors.</p> <p>Mitigation is to find a sponsor. This is progressing well at present.</p>	14	14
Project exceeds existing financial parameters agreed under current March 2016 approvals	<p>Additional capital investment from CYC, funding from alternative sources or stadium sponsorship. Increase commercial aspects to generate further income. VE possible in areas like second floor of leisure.</p> <p>Risk remains live until DBOM financial close. Ongoing risk we may breach new financial parameters. Construction retender complete. Costs are currently within approvals and contract close target is 29 September 2017.</p>	19	19
Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable.	<p>Limited mitigation, completion of all legal agreements in the timescales given. Financial markets will affect the willingness to invest. Project contingency available, source alternative funding from sponsorship, borrowed capital, YCFC contribution, VE leisure and stadium build, reduce park and ride expansion, increase commercial development.</p>	22	22

	Awaiting outcome of the JR challenge.		
Finalisation of the NHS design enabling foundation and drainage for the build to be completed on schedule.	<p>Complete design to be received by 11 May 2018. This is 4 months late and will impact on the build schedule.</p> <p>Proceed on agreed plan in the lease with all changes at cost to the NHS. Limited mitigation, all changes are only with CYC agreement so none will be accepted that impact the overall build programme beyond a June 2019 opening.</p>	19	19
Reports to	Project team report to the Director of Finance and prepare reports to the project Board. The project Board Chair updates Exec and Full Council when needed. Subject to Audit and Governance scrutiny.		
Exec member	Cllr. Nigel Ayre		
Director responsible	Ian Floyd – Deputy Chief Executive and Corporate Director of Customers and Corporate Services		
Dependencies	Yearsley review. The continued operation of Yearsley is Potentially linked to the DBOM contract proposed.		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4</p> <p>Executive December 2016 http://democracy.york.gov.uk/documents/s111121/Stadium%20Project_Dec16%20Exec%20Report_VERSION%20A_vF.pdf</p> <p>Executive March 2017 http://democracy.york.gov.uk/documents/s113417/Community%20Stadium%20Leisure%20Facilities.pdf</p> <p>Executive July 2017 Community Stadium & Leisure Facilities Report http://democracy.york.gov.uk/documents/s116230/Stadium%20Project.pdf</p>		

	<p>Executive October 2017</p> <p>Community Stadium Project Report</p> <p>http://democracy.york.gov.uk/documents/s117601/Community%20Stadium.pdf</p> <p>Executive 27th September 2018 – Project Update</p>
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Project Title	ASC - Future Focus
Reporting period	September 2018
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</p>	

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

To be successful this will entail:

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

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

Reaching people earlier and being more accessible in local communities;

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

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

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

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

Current status

GREEN

Actions progressed this period are:

- a. Progress Stage 1 Restructures: Duty Analysis
- b. Progress Stage 2 Organisational Changes:
- c. *Staff Training – not progressed*
- d. Waiting List Analysis
- e. Progress Additional Talking Point:

f. Update Communications and Website Information

Progress update this period.

Progress Stage 1 Restructures

The working group of senior managers has continued to meet throughout the period and will meet for a half day session to progress the delivery of the joint team. This is planned for 5th September. A significant part of this work will now focus on the role of the reviews in the system for existing care packages.

Progress Stage 2 Organisational Changes

Connecting the work of the specialist teams such as Safeguarding, Occupational Therapy Teams, Learning Disability and Mental Health teams. It is not envisaged that there will be any structural or staff effects of the organisation change, however process and paperwork changes are likely. A working group of these managers has been created and will commence meeting in early September and thereafter for the course of the project.

Waiting List Analysis

40 cases awaiting assessment on the current lists were with the offer to take up a Talking Point Appointment. A small percentage of these accepted the offer. An analysis of these has been created by the staff undertaking the calls. Analysis shows that the nature of the offer as an 'alternative' to the recognised route led people to want to remain on the waiting list. Lessons learned here shows that this must be offered as the default route for ASC.

Progress Additional Talking Point

Following stakeholder and staff feedback we will progress an additional talking point. The location is either going to be central York or East of the city. Two successful meetings have been held with York Explore to further a Talking Point site at the Central Explore Library and Burnholme / Tang Hall Library.

Update Communications and Website Information

The Future Focus website information has been updated and published including a live map of current talking Point, information on how and where to access these and how to book.

Planned but not progressed. Staff Training

In order to sustain the work of CLS model we plan to draw down staff training to include conversation and CLS training from NDTi. Work with WDU and Principal Social Worker is beginning to ensure this is part of the core offer for Social Care Staff post project. Delivery and handover of this is planned for Project Stage 4 (post November 2018). Due to annual leave and other availability this meeting is now planned for 24th September. *Low risk and impact.*

Future outlook

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

- a. Progress Stage 1 restructures:
- b. Progress Stage 2 Organisational Changes.
- c. Reviews
- d. Occupational Therapy CLS model.
- e. Safeguarding CLS Model
- f. Mental Health CLS model.
- g. Additional to planned - Central Talking Point
- h. Progress Peer Forum Methodology

Plans for next period.

Actions and activities planned for the next period are:

Progress Stage 1 restructures:

Have a half day session looking at how to progress the team changes and examining the issues and opportunities to mainstream the talking point rollout for First Point of Contact and reviews process. 5th September is the planned half day session in order to establish a work plan, with regular progress meetings of the working group planned for rest of the calendar year to drive through actions.

Progress Stage 2 Organisational Changes.

Reviews

A review of the data driving potential CLS reviews for all areas will take place 18th September. Specific cases can then be targeted with LD services. In addition, options for unpicking the volume of reviews across the LTT will be put to senior management.

Occupational Therapy / Safeguarding / Learning Disability and Mental Health CLS model.

A second working group of key managers begins meeting from 18th September 2018 to create the connections with the CLS model.

Additional to planned - Central Talking Point

Work will progress to establish a Central City talking Point that can operate at medium volume and address waiting lists this period. It is planned to get this additional resource operational in October 2018.

Progress Peer Forum methodology:

The programme has used KPI machine data to profile spend across areas of the service and across the city based on planned packages of care. This was shared with senior managers. It is planned that we can use this data as the core of our “peer forum”, an area or city wide based peer-to-peer support of how money is currently spent on packages of care and whether different options or approaches using CLS methodology would benefit.

Staff Training:

To progress this work from previous period.

Key risks

Risk (brief description/ consequence)	Control/Action	Gross	Net
Material inaccuracies in the assumptions and/ or benefits and / or costs of the future model have been miscalculated. Savings not realised despite change.	Objective external appraisal of Benefits / Savings. Benefits will have been sensitivity tested as part of the Full Business Case created in Phase 1 before Proceeding into Phase 2.	14	8
The changes do not realise the required levels of financial benefits. Despite changes, external or unforeseen factors prevent full extent of savings to be realised	An extensive and tested Cost/Benefit Analysis to be created during the design phase with an agreed Benefits Realisation Plan. Benefits will be monitored throughout the lifecycle of the programme, with updates at key milestones	19	14

<p>putting ASC financial Savings plan at risk.</p>	<p>for all Stakeholders.</p> <p>The project approach will seek to deliver the changes in a stepped and structured manner, identifying any false assumptions and seeking to maximise benefits during deployment.</p> <p>The project will identify key command and control data sets to oversee the effects of change in process or procedure against expectations.</p>		
<p>The VoY CCG may have different CHC targets and priorities to CYC (now raised as Issue in Verto PMS). There may be insufficient sponsorship from leadership in the CCG and CYC to pursue joint working and processes. Reduction in delivered benefits against Business Case.</p>	<p>Early engagement and identification of risk benefit sharing opportunities will ensure all parties feel engaged in the process.</p>	<p>15</p>	<p>11</p>
<p>Reports to</p>	<p>The Programme uses existing Management Structures in the HHASC Directorate and uses DMT as its Programme Board.</p>		
<p>Exec member</p>	<p>Cllr. Carol Runciman</p>		
<p>Director responsible</p>	<p>Martin Farran – Corporate Director for Health, Housing and Adult Social Care</p>		
<p>Dependencies</p>	<p>Market development, Comprehensive Information, Advice and Guidance for ASC</p>		
<p>Link to paper if it has been to another member meeting (e.g. executive,</p>	<p>Health, Housing and Adult Social Care Policy Scrutiny Committee – November 2017 Future Focus Update Report http://democracy.york.gov.uk/documents/s118247/Future%20Focus%20Report_November_2017_v2.pdf</p>		

council, a scrutiny committee)	<p>Additional Adult Social care Support and Resources Executive May 2018</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10198&Ver=4</p>
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Project title	Outer Ring Road (A1237)
Reporting period	September 2018
Description <p>This project increases the capacity of 7 roundabouts on the ring road to reduce orbital and radial journey times. Upgrades would be to a similar standard to the A59 and A19 roundabouts with 3 lane approaches and 2 lane exits on the A1237. The enhancements will be designed to accommodate future dualling where possible.</p>	
Current status AMBER <ol style="list-style-type: none"> 1. Construction work is progressing satisfactorily at Jcn 1 Wetherby Road. 2. Ground conditions risks have been realised and have impacted on the construction programme. Combined with the archaeological find, these are assessed to have caused 4 weeks additional time to the programme, however this delay is within the contractor's float time allowance. 3. Land purchase negotiations for parcels at Wetherby Road continue to go well overall but a residual risk still remains with the land at Low Field Farm. 4. Significant work has taken place on preparation of a bid to the Housing Infrastructure Fund to accelerate housing at Clifton Moorgate. Submission of the bid will be made in late November. 5. A report to be considered by the Executive Member for Transport and Planning has been drafted concerning the junction upgrade proposals at Monks Cross. This report asks the Executive Member to accept the outcome of the public engagement process and give approval for the Project Management team to complete the detailed design and make preparations for construction. 6. Drafting the Final Business Case for Phase 2 (Jcn 7 Monks Cross) for submission to WYCA is at an advanced stage. 	
Future outlook <ol style="list-style-type: none"> 1. Make preparations for the major surfacing work at Jcn 1 Wetherby Road. 2. Hold a risk review meeting about Jcn 1 Wetherby Road. 3. Take the Jcn 7 Monks Cross proposals through the Executive Decision Session in September 2018. 4. Hold a Technical Working Group review on the detailed design for Jcn 7 Monks Cross. 5. Submit Final Business Case to WYCA for Phase 2 Monks Cross. 	

6. Progress land acquisition for Monks Cross.			
Key risks			
Risk (brief description/ consequence)	Control/action	Gross	Net
<p>Risk of programme delay due to uncertainty of acquiring land in a timely and efficient manner.</p> <p>This could lead to programme delays, which in turn will lead to inability to deliver the junction upgrades in accordance with the timetable set by WYCA.</p>	<p>DVA have been appointed to acquire land on behalf of CYC by private agreement.</p> <p>It is proposed that a Compulsory Purchase Order will be drafted in parallel to the private negotiations. If private negotiations become protracted or break down, the CPO will be enacted. This mitigation plan is likely to be successful in future junction upgrades, but the short lead in time for Wetherby Road means that this will not be possible to arrange.</p>	20	19
<p>All projects overseen by WYCA in the Growth Fund (inc WY+TF) are under review by HM Government. Failure to deliver projects within the control period 2016-2021 may result in the withdrawal of funds.</p>	<p>Comprehensive Project planning to ensure timely delivery of the project.</p> <p>To ensure the project is planned and managed efficiently. A Senior PM has been appointed to undertake this.</p>	18	13
<p>Planning approval is required for two of the junction upgrades. Getting these approvals could be time consuming and cause programme delays. At this stage it is not thought that the principle of getting planning approval is a problem.</p>	<p>Commencement of talks with the Planning Authority to understand what reports and activities will be needed to be undertaken.</p> <p>Project planning to ensure the sequencing of the preparation for and submission of a planning application. The</p>	14	13

	control period 2016-2021 presents sufficient time at this point to achieve this.		
Land required for the A1237/Wetherby Rd junction upgrade is in private ownership. The land required in the north west quadrant, previously owned and sold by CYC, is subject to a clawback clause. The landowner is asking for the clawback to be removed from part of the landholding. There is resistance to releasing the clawback within CYC, however this has now been agreed, albeit in a limited area of land.	<p>In Dec 2017, an offer was made to the landowner. They said that this offer did not benefit them and then changed their requirements. Then they wanted the covenant on the property to be extended from agricultural use only, to include equestrian use as well. It is understood that the landowner wishes to sell and the property will be more marketable (with higher price) if the equestrian use is included in the restrictive covenant.</p> <p>Feb 2018, the landowner went back to the original offer. This is currently being explored.</p> <p>A mitigation plan to allow the construction stage to commence without taking the NW quadrant has been developed.</p> <p>April 2018 - Negotiations are now in progress and look promising, the level of risk is slowly reducing.</p> <p>Aug 2018—While negotiations and conveyancing is in progress and appears to be constructive, the mortgagers (HBOS) are now looking at the deal struck between the</p>	19	19

	<p>owners and CYC.</p> <p>Sept 2018 - The scrutiny by HBOS over the purchase of the land on the NW quadrant is a cause for concern. This is currently holding up the completion of sale of land. At worst they could take out an injunction to stop the work. There is a contingency plan in place to enable the junction upgrade to operate in spite of this.</p>		
<p>WYCA recently received the YORR Final Business Case. After many months and meetings accepting that the YORR should be presented as a programme of schemes for FBC, they changed their approach. WYCA said the PMO Assurance process could not accept the YORR programme because most the schemes within were not sufficiently detailed.</p> <p>This contradicted their previous approach where they said this would be acceptable because there would be three hold points where the Business Case could be scrutinised before funding is released.</p> <p>Currently Phase 1 (A1237/Wetherby Rd) is progressing through the PMO Assurance process and an undertaking has</p>	<p>The Project Team is pursuing this with WYCA.</p> <p>The matter has been elevated to Director level to hold discussions with WYCA. A meeting is planned for early January 2018.</p>	18	12

<p>been given by WYCA to look again at the programme approach.</p> <p>Note that FBC's are expensive costing in excess of £100k, these should therefore be minimised if possible.</p>			
Reports to	Project reports into the Transport board; Project Board and Lead Member Board		
Exec member	Cllr. Ian Gillies & Cllr. Peter Dew		
Director responsible	Neil Ferris – Corporate Director of Economy and Place		
Dependencies	LTP4, Local plan		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive West Yorkshire Transport Fund – 24 November 2016 http://democracy.york.gov.uk/documents/s110381/WYTF%20Exec%20Nov%202016%20v5.pdf</p> <p>Executive July 2017 Proposed York Outer Ring Road Improvements – Approach to Deliver http://democracy.york.gov.uk/documents/s115804/York%20Outer%20Ring%20Road.pdf</p>		

Project title	Housing Development Programme (HCA Partnership)
Reporting period	September 2018
Description Programme of council-led housing delivery in partnership with the HCA.	
Current status AMBER <u>Lowfield</u> Planning permission has been received for the Lowfield Green redevelopment. This includes 165 houses (including 6 self build and 19 community build), a care home, a public service building, public open space and associated infrastructure works. Planning permission has been received in outline for the whole development site and in detail for the residential part of the scheme. Work is underway in preparing the tender documents in order to procure a house building contractor. To support this process, BDP have been appointed as our architects to prepare the required drawings and specifications. We are running a procurement competition through the CCS Framework in order to appoint Employers Agent and Quantity Surveyor support for both Lowfield and future sites within the Housing Delivery Programme as well as Castle Gateway. Three returns have been received which will be assessed in terms of the stated price and quality criteria. It is hoped that a company will be appointed soon to allow them to begin working on the projects at the start of October. A preferred bidder has been appointed to deliver the football pitches near Askham Bar. A separate preferred bidder is in place to deliver the pavilion. Work is continuing in coordinating the contractors and undertaking the necessary detailed design work to enable a substantive start on site early in 2019.	
Future outlook <u>Programme</u> An application is being prepared in order to increase the HRA's borrowing capacity. This bid is being made through the 'Additional housing revenue account borrowing programme' administered by Homes England. If successful, this will increase the HRA's ability to borrow capital in order to fund construction works, thereby increasing our development capacity. The	

bid will be made by the end of September with an announcement expected in Autumn/Winter this year.

Lowfield

Work will commence on discharging the necessary planning conditions in order to enable a start on site. Alongside this work will continue in the preparation of tender documents in order to appoint a house building contractor. This will be done through the Homes England DPP3 Framework. An initial expression of interest will take place in October. Depending on interest shown, an initial sifting exercise can be undertaken prior to a quality and price based assessment. All quality criteria will be agreed with the Housing Delivery Working Group.

Key risks

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

	project management on site		
A steep decline in either the demand for houses or the sales and rental prices would affect the financial viability of the project	<p>Long term housing trends have shown a significant rising market. Close liaison with local estate agents to understand the York market and likely asking prices for houses on proposed developments. York has a strong housing market.</p> <ul style="list-style-type: none"> Continued monitoring of housing market Options to amend projects to reduce costs and therefore maintain the required financial margin Options to further mix the tenure of schemes in a market recession e.g. increase the amount of affordable housing or change houses for sale into rental properties 	19	14
Reports to	Working group established which reports into Executive where approval is sought for key decisions.		
Exec member	Cllr. Helen Douglas		
Director responsible	Martin Farran - Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>December 2017 Executive Meeting Delivering Health & Wellbeing Facilities for York Sports Pitches at the Askham Ashfield Estate and a Health Hub at Burnholme http://democracy.york.gov.uk/documents/s119262/Delivering%20Health%20and%20Wellbeing%20facilities%20for%20York.pdf</p> <p>December 2017 Executive Meeting Establishing a Delivery Model and the Scope of the Programme</p>		

	<p>http://democracy.york.gov.uk/documents/s119302/Housing%20Delivery%20Programme.pdf</p> <p>December 2017 Executive Meeting Delivering the Lowfield Scheme http://democracy.york.gov.uk/documents/s119289/Delivering%20the%20Lowfield%20Scheme.pdf</p> <p>March Executive meeting - approval of project inception http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=931</p> <p>July 2018 Executive Meeting http://democracy.york.gov.uk/documents/s124782/Housing%20Delivery%20Programme%20Executive%20Report%20-%2012th%20July%202018.pdf</p>
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Project title	Specialist Therapeutic Short Breaks
Reporting period	September 2018
Description <p>City of York Council with its partners are planning to:</p> <ol style="list-style-type: none"> Deliver a feasibility study to explore the opportunities and benefits of building a Specialist Disabled Children Short Break Facility in York. To expand the Family Intensive Rapid Support Team (FIRST) to incorporate a therapeutic short break residential element and to explore the opportunities and benefits of increasing the service offer to neighbouring Local Authorities across the region. <p>The project is part of the wider development of services for disabled children and young people across the city and provides the council with an opportunity to:</p> <ul style="list-style-type: none"> Invest capital in developing a 'Disability Centre of Excellence' which has the potential to be a leader in innovative practice both regionally and nationally. Make York Home for more disabled children and young people by reducing out of Area placements. Develop and invest in service provision in order to generate future savings and income generating potential. Deliver better outcomes for disabled children and young people including those with the most complex needs. <p>FIRST is a specialist Clinical Psychology led service that supports families with children/ young people who have a learning disability, autism and the most complex behavioural needs. FIRST provides intensive assessment and intervention for children and their family at the point of potential placement breakdown.</p> <p>The proposed Specialist Disabled Children Short Break Facility would potentially incorporate and replace the short break residential provision currently provided at The Glen and Glen House.</p>	
Current status GREEN <p>Planning</p> <ul style="list-style-type: none"> Planning application submitted, along with a supporting planning 	

application for the development of the playing fields at the rear of the school.

- Target decision date is October Committee.

Procurement

- Procurement strategy agreed which includes Early Contractor Involvement (ECI) and joint procurement with Lincoln Court redevelopment using the Pagabo Framework.
- Scope of work agreed for the Early Contractor Involvement which includes the breakdown of RIBA stage 4 into A and B, with a 65% / 35% split. ECI will focus on RIBA stage 4B.
- Procurement timetable has been agreed and stage 1 of procurement has started.

Design

- Loaded plans have been developed with operational leads.
- Interior design workshop has taken place with key stakeholders and an engagement pack has been developed to gain further feedback on interiors, themes and name with staff, parents / carers and children and young people.
- Changes to Architects appointment agreed.

Communication

- On line monthly updates have been circulated to all stakeholders.
- Design planning group continues to adopt a co-production approach of involving front line staff and parents.

Finance

- Capital bid for replacement funding has been submitted to NHSE for £976 050. Sign off is through regional and national NHSE. Anticipated decision in principle should be December.

Future outlook

- Respond to planning queries and objections.
- Submit separate planning application for Substation and seek agreement under delegated powers.
- Appoint contractor and start ECI.
- Cost plan at RIBA stage 4A.
- Agreed construction cost following ECI at the end of RIBA 4B.
- Deed of variation agreed with Sewells Education.

Key risks

Risk (brief description/	Control/action	Gross	Net
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consequence)			
Costs increase and exceed allocated budget		<ul style="list-style-type: none"> Finance reporting at every Project Board Identified finance lead 	20 21
Planning application delayed or refused		<ul style="list-style-type: none"> pre application work with planning officer to address issues proactive engagement with local community proactive engagement with planning officer / department Anticipated issues addressed as part of feasibility 	23 23
Section 77 application to DfE to build on playing fields delayed or refused		<ul style="list-style-type: none"> Early initiation, involvement of CYC lead, conversation with DfE lead, compensation and mitigation in place 	23 18
Parents are not happy with the process and or the proposed changes to provision		<ul style="list-style-type: none"> Co production approach Resource committed to managing co production and engagement plan Project Board report 	21 19
Playing fields compensation can not be delivered at back of school		<ul style="list-style-type: none"> Contract landscape architect to scope out the works, issues and risks. 	23 23
Reports to	<ul style="list-style-type: none"> The project is accountable to a Project Board chaired by Eoin Rush – Assistant Director Children’s Specialist Services. The project board contains representation from the Children’s Social Care, Health, Education, Adult Services and Finance. The Project Board is accountable to CEC DMT chaired by Jon Stonehouse, Director of Children, Education and Communities. The project sponsor is Eoin Rush / Jon Stonehouse. 		
Exec member	Cllr Keith Myers		

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

Project title	Provision of School Places
Reporting period	September 2018
Description <p>The need to provide sufficient school places for current and future residents is a key statutory duty of CYC and will build an educational infrastructure for the city by forecasting likely demand and supply of school places over the medium term (until 2022/23).</p> <p>The aims of this project are to identify where and when additional school places will be required, and work with central government and the school community to provide places in good or outstanding schools.</p> <p>CYC is provided with some 'Basic Need' funding from central government for this purpose and will need to ensure that this and other sources of funding are used to best effect in those areas of greatest need, and to ensure that all educational provision is sustainable in the longer term, working with the school community.</p> <p>The project represents a significant priority for City of York council in delivering educational opportunities for residents.</p>	
Current status AMBER <p>Throughout late 2018 the major focus of the project is on communicating the project approach and headline figures of future need for school places in each of the 4 secondary and 17 primary planning areas. This builds upon earlier project work in 2017 and 2018 to forecast the number of school places that will be required until 2023 and building a robust and resilient data model to take account of all related variables as they change. The main variables are capacity, births, migration, additional housing and parental preference.</p> <p>Throughout 2018 the project has been focused on communication – principally with schools and multi-academy trusts – relating to the 2018 dataset that was itself a product of capacity, data modelling, and forecasting work undertaken in 2017. The project has also begun to incorporate many statutory tasks and processes within the project framework to aide the project's aims - these include annual processes around school admissions and school buildings.</p> <p>This project has five major work streams: capacity; communication; data modelling; forecasting; and policy. Many of these are by the nature of the</p>	

project and subject area annual or cyclical in each school year, with many related dependencies between them.

Capacity

- Following site visits the capacity of each school's estate has been recalculated and revised creating opportunities for increasing the number of school places in some schools through identifying some potentially available teaching spaces, or those that could be recommissioned from alternative uses.
- This process is now nearing completion for 2017 and given the increased scope of this part of the project, the capacity process for 2018 is being undertaken concurrently with that for 2017.
- Producing and signing off 'Net Capacity' calculations. This data has now been fed into the 'SCAP' process with central government, where it will be used for future funding calculations.

Communication

- Publication of admissions policies and numbers for the 2019/20 school year, and the formation of draft admission policies and numbers for the 2020/21 school year. Also the publication of detailed forecast information for each primary and secondary planning area.
- Ongoing communication with education providers continues with local schools and academies in the city. All such meetings planned and required before the publishing of PAAPs have now taken place, but schools continue to approach the LA where they wish to propose their own visions for expansion. Many of these conversations have led to options that can be presented in the PAAPs.

Worked with schools and academies to jointly identify potential solutions in the form of Planning Area Action Plans (PAAPs). The scope of PAAPs have been defined to provide data on top of Planning Area Forecasts and they now include;

- i. data on the expected number of additional dwellings and pupil yield per year;
 - ii. the effects of additional strategic housing sites on demand in the year of entry; and
 - iii. the effects of additional strategic housing sites on demand in other year groups.
- We continue to offer schools and academies the opportunity to discuss trends and findings in forums such as groups of schools in clusters or

multi-academy trust groupings, or in smaller discussions between officers and school leadership/governing bodies. Many such meetings have taken place and many more continue to be planned to take place throughout this school year.

- Continued project planning regarding communication with residents, elected members, and with others partners throughout the lifetime of this project. Communication with developers of some forthcoming housing sites continues as do those with those officers overseeing the draft Local Plan and future infrastructure plan for the city.

Data Modelling

- Provisional submission of the annual SCAP process in July 2018, for central government review and formal sign off later in 2018.

Forecasting

- Continued development of parallel data sets where significant housing is proposed, and these forecasts used to plan for future need. Several data analyses and reports have been modelled that can be deployed where there is a need for an indepth analysis of pupil attendance and preference trends to aide discussions on the future planning of school places and admission arrangements.

Policy

- Outline commitments of Basic Need funding for the high-level priority areas that future spending needs to address, including supporting the growth in the numbers of pupils with additional needs.
- Delivery of a very small number of basic need funding schemes for the current and upcoming financial year.
- Development of a detailed policy approach to be shared with senior officers and members in late 2018, and with schools this school year.

Future outlook

The main focus of this period:

Capacity

- Signing off capacity figures with individual schools. Whilst a more detailed capacity review than was first envisaged was undertaken (which has delayed the completion of this workstream) consequently this will lead to a speedier 2018 review as well as reducing the magnitude of places that will be required in future through a more accurate baseline of total city-wide buildings capacity.
- Following the initial submission of the annual 'SCAP' return, we have

received and responded to some queries from the Department for Education. This process continues for 2018 in coordination with the DfE, with final submission expected to take place in the Autumn term.

Communication

- Continued engagement with local schools and academies to gather their views and identify any potential plans about how they could assist in providing for future need.
- finalising and publishing Planning Area Action Plans (PAAPs) for 17 primary and 4 secondary planning areas across the city.
- identify related projects that may arise as a result of this project's findings. Some initial projects have already been identified and these proposals will be included in the PAAPs.

Forecasting

- Continue to refine additional data into the PAAPs on expressions of interest; funding; land availability and actions required in the short, medium and longer terms (where significant housing is proposed to plan for future need) for each area.

Policy

- Update and seek authorisation regarding project approach, scope and processes.
- Identify options for further schemes and submit onto the Forward Plan and progressed through the Executive Member or Executive processes.
- Update and review policies for Housing Developer Contributions (HDCs) for current and future developers.

Project Plan

- Further develop, communicate and agree the project plan.
- Recruit to project support post to take forward the later stages of the project into an implementation period.

Key risks

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

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

	and Scrutiny Committee, Project Board, EZ Programme Board
Exec member	Cllr Keith Myers
Director responsible	Jon Stonehouse – Director of Children, Education and Communities
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive February 2018 Admission arrangement for the 2019/20 school year http://democracy.york.gov.uk/documents/s121171/Final%20Admissions%20Report%20-%201920%20for%20Executive.pdf</p> <p>Executive 27th September 2018 – Project Update</p>

Project title	Allerton Waste Recovery Park (AWRP)
Reporting period	September 2018
Description <p>Allerton Waste Recovery Park is an exciting new facility which will bring together state-of-the-art technologies to make the most of the North Yorkshire's and the city of York's waste.</p> <p>In December 2010, CYC entered into a Joint Waste Management Agreement (JWMA) with North Yorkshire County Council (NYCC). This supported NYCC entering into a contract with AmeyCespa (identified as preferred bidder in 2009) for the provision of a long term (25 year) Waste management service. The objective of this is to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.</p> <p>The facility, when built, will safeguard our future cost in terms of disposing of residual waste, will generate energy and produce ensure more material can be recycled. Amey will then operate the facility on behalf of North Yorkshire County Council and the City of York Council for 25 years.</p> <p>The project represents a significant investment for City of York council.</p>	
Current status AMBER <p>AWRP has been operational since the beginning of March. NYCC and CYC finance are closely monitoring performance (financial and non-financial) and are working closely with Amey and YorWaste to ensure that any issues are identified and measures are put in place to ensure that the facility is operating at its optimal level.</p> <p>Significant progress has been made on ironing out contractual and operational issues including the management of larger items of waste which were technically contract waste, but causing issues in the Mechanical Treatment hall.</p> <p>Finding recycling markets for the materials continues to be a challenge for the contractor and positive discussions are being had with the market.</p> <p>The most positive aspect is the continued good performance on the EfW facility.</p> <p>Work is progressing on strengthening joint arrangements between NYCC</p>	

and CYC. This is likely to involve joint structures. Work on this is progressing with Legal teams and is nearing a conclusion.			
Future outlook <ul style="list-style-type: none"> • Continue work improving operation of the facility. • Continue work on strengthening arrangements with NYCC. 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Arrangements with NYCC need agreeing with respect to the operation of the facility, waste disposal and financials.	<p>The arrangements are built into the contract however; there are early items to resolve with respect to increasing capacity at Harewood Whin. Continue dialogue with NYCC, agree on terms to move forward.</p> <p>Process now nearing completion and will be ready for agreement in the autumn.</p>	19	14
Residents don't see the benefits of the Waste strategy.	<p>Develop communications plan and strategy for AWRP and how this links with the council's other strategies on Waste and Renewable energy.</p> <p>Key communications staff key into the project. Work ongoing with the contractor on educational programme.</p>	15	14
Changes in government and/or government policies /legislation	Ongoing monitoring of waste law list and advisers will highlight any substantial changes which result in impacts on the contract. Project advisor developing procedures and processes to effectively manage the contract and react to any potential change proposals.	22	13
Reports to	North Yorkshire County Council manage the project. The project reports into a Joint Project Board with representatives from Amey Cespa, the investors, NYCC		

	and CYC.
Exec member	Cllr Andrew Waller
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Economy & Place Scrutiny Committee October 2017</p> <p>Economy & Place Scrutiny Committee March 2018</p> <p>Executive April 2018 Allerton Waste Recovery Park</p>

Project title	Library Procurement Project
Reporting period	September 2018
Description <p>The Library and Archives Service: to procure a library and archives operator from 1 April 2019 using an open tender process. York Council has a statutory duty to provide a comprehensive and efficient library service under the Public Libraries & Museums Act 1964, section 7.</p> <p>Explore Libraries and Archives Mutual are the Council's current operator and their contract ends on 31 March 2019.</p> <p>This project seeks to carryout a city-wide consultation to establish the local need for the service, before specifying the future service.</p> <p>The open procurement process will aim to ensure best value for a future contract.</p>	
Current status GREEN <p>This period has involved bidder days, with face to face meetings. The outcome of these sessions has been 70+ technical questions around the tender and ITT in particular. Site visits have also taken place during this period.</p> <p>The October evaluation dates have been confirmed and the evaluation panel have been invited. Two external people have been recruited to support the inhouse team. One qualified librarian and one qualified archivist who will be critical to add their professional knowledge and experience in assessing the tenders.</p> <p>Two sets of dates are being worked on for the evaluation process in case we get a last minute extension.</p>	
Future outlook <p>October will see the deadline for tender returns (Friday 5 Oct) and the evaluation team to come together to start assessing the bids. This includes a presentation from each bidder and a two week period for CYC to ask any clarification questions back to bidders.</p>	
Key risks	

Risk (brief description /consequence)	Control/action	Gross	Net
<p>CYC receive no bids from the open procurement approach taken</p> <p>The current contract with Explore would have to continue, with pre-determined costs</p>	<p>PM has been monitoring the current market and currently 20+ LA's have externalised library operator</p> <p>Soft market testing has been conducted by the PM and project owner to establish that there was a minimum of two interested bidders, with a possible further 2 or 3.</p>	19	13
<p>Condition reports of the current library buildings have highlighted C£3m of costs in the next 20 years and no budget in the current revenue budget</p>	<p>Library contract will need to clearly identify repair liability and seek capital to resolve the lifecycle replacement costs which are already know.</p> <p>Officers to request budget from the capital programme to allow the repair liabilities to be confirmed in the procurement approach.</p>	20	15
<p>The current budget spent on ITT is C £400k per annum. The current library operator buys all services back from CYC ITT. The open procurement process will set out that CYC will provide the fibre broadband network and public Wi-Fi service to the bidder with the cost being top sliced from the available library budget.</p> <p>The library operator will be free to choose how to provide all other hardware</p>	<p>Working with Roy Grant, Nigel Oats and Laura Conker to establish true costs and options to minimise these costs.</p> <p>Further detailed work required to unpick services that have always been provided by CYC to the library operator that in future are optional. This will take time and technical expertise by CYC ITT team.</p>	19	19

and software. There is a risk that if the library operator chooses not to use the council for provision of hardware and software the Council will be left with some fixed costs that it is not able to defray in the short-term. This could be up to £70k in the first instance. In this case, there could also be some redesign work required to separate out the connectivity layer.			
Separate RAID log for ITT		<p>Laura Conkar from CYC ITT supporting the project with technical advice.</p> <p>Most issues and risks are just highlighting service specification items that need to be clearly defined in the tender process.</p>	<p>12</p> <p>6</p>
Reports to	Reports will be processed through the CEC DMT, CMT and then onto the Executive or Full Council for decision making.		
Exec member	Cllr Nigel Ayre		
Director responsible	Charlie Croft		
Dependencies			
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Scrutiny Report, November 2017 – Explore York Libraries and Archives http://democracy.york.gov.uk/ieListDocuments.aspx?CId=669&MId=9995&Ver=4</p> <p>Scrutiny Report, March 2018 – Library Consultation Feedback http://democracy.york.gov.uk/documents/s122304/Library%20Consultation%20Feedback%20Paper.pdf</p> <p>Scrutiny Report, May 2018 Library Service: Comprehensive Statement of Need</p>		

	http://democracy.york.gov.uk/documents/s123755/Cover%20Report.pdf http://democracy.york.gov.uk/mgAi.aspx?ID=49152#mgDocuments Explore York Libraries & Archives http://democracy.york.gov.uk/documents/s123776/Explore%20Libraries%20Biannual%20Update.pdf Executive June 2018 – Procurement of Operator http://democracy.york.gov.uk/documents/s124303/Libraries%20reprocurement%20XI.pdf
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Project title	Housing ICT Programme	
Reporting period	September 2018	
Description		
<p>The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Repairs Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.</p>		
Current status		
Green		
General:		
Status:	Green	On track and/or no major issues being encountered
<ul style="list-style-type: none">• The programme returned to green following approval in July to follow a set procurement route and progress remains on track.• A full detailed programme plan has now been baselined across all work streams to cover the first phase of the programme (Procurement) which is summarised by a parallel plan on a page timeline (set out in milestone summary later in the report) that sets out the key milestones for the procurement of a new Housing and Building Services ICT solution. This has now also been shared with Mike Richardson as Directorate Lead within the Corporate Assurance Group.• Confirmation has also now been received that the Housing ICT Solution report requesting approval for signing the solution contract with a new software provider has been added to the forward plan and will be presented at the Exec committee meeting on 17th January 2019.• We have received confirmation from CCS that the LASA RM1059 Framework is now available to use again and a separate briefing note is included on the agenda covering this. We are proposing to revert back to using the framework to issue the tender.• The final Business Requirements and ICT Technical Requirements were signed off by Programme Board in July. Progress remains on track on developing the final Invitation to Tender (ITT) document, business and functional specification and evaluation criteria. This will be circulated to Programme Board offline for approval before being issued on the 14th September.• A proposal for completing the ‘to-be’ service design of a new customer journey was approved in July. Workshops have been arranged and all SME involvement agreed and will start before the end of September.		

Feedback from informal pre-tender meetings with suppliers was positive to us completing this work as it will provide a rich source of information for CYC and suppliers in terms of developing full implementation plans.

- As a result of commissioning the service design work, the contract of Adrian Firth, Business Analyst, has been extended to the end of January 2019 (3 months) to complete the service design work, feed into the evaluation process and handover and knowledge transfer as we move into implementation with the chosen supplier in January. Adrian will leave the Housing ICT Programme Team at the end of January 2019.
- Development of the Benefits Realisation plan as well as programme assumptions and dependencies is underway and will be completed by mid-November before we start to evaluate the tenders we receive.
- A full review of programme risks has taken place by the programme team and a number of key risks previously not reported on have been added to the RAID. A summary of these risks are included in a separate item on this month's agenda and full mitigations will be added over the next month.
- An understanding of team structure and resources for implementation continues to be considered by the Programme Manager and this will be informed more by discussions with a new supplier around expected implementation resources needed at CYC.
- A monthly joint programme planning session with Kerry Robinson is now underway to align programme objectives, key messages to stakeholders and approaches to benefit realisation for both the Housing ICT Programme and the Digital Services Programme to make sure CYC receives a consistent message around change and so that both programmes can share best practice.

Business Change

Status:	Green	On track and/or no major issues being encountered
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- Business Requirement Document refined and updated following benchmarking exercise with Oxford CC – no new requirements added but existing ones refined where we believe we could be more precise. This was commented on by SMEs and approved by service managers.
- Service Manager Meetings across Housing and Building Services being attended by the BCM to give an update on progress requirements of SMEs over the next few months. This will also help the BCM to get an update on what is happening across Housing and Building services facilitating identification of any issues that may be arising that are either linked to the Programme or may be an issue that can be solved quickly.
- Forward planning of 30+ 'to be' service design workshops completed.

ICT

Status:	Green	On track and/or no major issues being encountered
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- ICT Technical requirements and Technical Summary added to draft ITT, ICT ITT requirements have been finalised.
- Technical Assurance Group meetings continue with meeting held on 4th September 2018, to discuss, the ICT ITT evaluation criteria weightings and NPS Account Meeting.
- Current SX3 contract with NPS and CYC Legal teams. Split may require a new contract, or multiple contracts for Housing and Revenues & Benefits systems, this will be discussed further at the NPS Account Meeting.
 - NPS Account Meeting to discuss Housing and Rev's & Ben's database split and on going business as usual requirements i.e. GDPR. Agenda items and stakeholders identified.
 - Supporting documentation for the split compiled. System integrations and bespoke interfaces schematic diagram completed.
 - Decision taken that the Housing Project ICT team, BI team and ICT System Support will contribute to a single NPS Housing and Rev's Ben's database split report to submit to Housing Programme and ICT boards.
- Spreadsheet recording the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems is ongoing.
- GDPR connect module purchased.
 - Shared cost with Rev's and Ben's. Purchased orders raised.
 - Investigating functionality and setup with ICT System Support.
 - Identified the possibility to replace the current NPS Housing and information@work bespoke interface (INT620 / INT624).
 - Identified a historic duplication of customer's details in information@work (J2 folders / joint tenants).
- Information@work retention module is now available in test.
 - Investigating the functionality and current business document structure to provide implementation guidance for ICT and the business.
 - Once the functionality and requirements have been determined, the report regarding GDPR Connect and the Retention module will be finalised and submitted for review of the options.

- Feedback on Change Request to add Patch and Area data fields to Servitor provided.
- Work on project managing replacement of Gandlake Laserserve with Canon printing software is ongoing. Including facilitating stakeholder engagement, solution testing and transition to Canon software.

BI Hub

Status:	Green	On track and/or no major issues being encountered
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- Investigation of reporting implications of field additions to Servitor completed, and internal plan in place to update and provide further reporting once this work has been carried out
- Support to project at technical assurance group.
- Support to project to provide information for BRD/ITT.
- Providing minor support to looking at data structure of Sx3 to be able to support split. Discussions and updates given to technical project manager on reporting/MDM implications of split.
- Data Quality – BI have built and demonstrated to project team a set of “dynamic” reports, which contained the personalised information that needed to be changed and were accessible through the KPI machine. These currently have not been accessed / used within the business area, and this needs a discussion on resourcing/responsibility. This process is only for SX3.

Future Outlook

General

- Mitigation of risks completed;
- Development of the benefits realisation plan and matrix and programme assumptions and dependencies continuing;
- Invitation to Tender (ITT) documentation, contract and evaluation methodology/criteria finalised and issued to the supplier market;
- Service design and implementation phasing workshops to start;
- Review of stakeholder engagement and communication strategy completed and new approach rolled out alongside development of new programme branding;
- Full appraisal of alternative office space options and report back to Programme Board on proposal; and
- Clarifications received and responded to from suppliers to tender information we issue.

Business Change

- Full User Group meeting to be held September 12th covering the following topics:
 - Working with SMEs to understand how staff hear, learn, think differently ensuring communication of progress issues, changes etc is communicated in various ways to reach all staff groups.
 - Identification of all Stakeholders that Housing and Building Services currently work with and agreement on level and method of communications.
 - Ensuring SMEs fully understand the scope of the programme and what will be required of them moving forward
- Continue work on systems analysis, identifying any potential quick wins for the business
- Continue to investigate pockets of data identified outside of main systems and assess their value for migration etc.
- Continue to review system architecture linking to identified pockets of data, data issues etc working closely with colleagues from the IT work stream.
- Continue to attend Service Manager Meetings.

ICT

- Report regarding the options available to implement the NPS GDPR connect solution for NPS Housing and file retention module for information@work.
- NPS Account Meeting at WO to progress the NPS Housing and Rev's & Ben's split with key stakeholders. Recommendation for NPS project team to start work as soon as possible.
- Finalise weightings for ICT requirements based on evaluation criteria for ITT.
- Scoping initiated on impact of ceasing to record information on Servitor, contract and cost implications for Highways being sole users of the system to be identified.
- Recording on the availability and implementation of GDPR, file retention and disposal software across the Housing and Building Services systems to progress.
- Continue to identify costs, process and resources required to deploy GDPR and File Retention policy on Servitor, SAM and other housing systems.
- Progression of Gandlake Laserserve replacement project.

BI Hub

- Work being undertaken within Building services reports for v.2 reporting,

<p>on which full development now started for possible launch in October. This work is in conjunction with discussion with Fiona Brown.</p> <ul style="list-style-type: none"> • Technical documents around MDM and LLPG, reporting architecture created for the CRM project. These will be shared and discussed with technical assurance group for further thinking. • Data Quality – A council-wide tool, which can be used intensively for this project, is going to ICT and DSG boards for sign-off. Once this tool in place will provide extra functionality to cleanse data ready for migration for Sx3. This will build on the work above. • No monies spent since last board by Business Intelligence (except the Building services V.2 reports). 			
Key risks			
Risk (brief description /consequence)	Control/action	Gross	Net
Inability to recruit/ assign/ retain appropriately skilled & experienced resources to the programme.	Funding for resources approved in business case.	20	20
<p>Inability and/or unwillingness to adopt new ways of working and/or technologies.</p> <p>Failure to realise the efficiencies and potential benefits of a new integrated system & improved service channels for customers.</p>	<p>Stakeholder engagement and communication plan and comprehensive and regular communications with all business areas.</p> <p>Change management best practice approach and ensuring the business is fully involved, from start to end, about the goals of the programme.</p> <p>Sufficient staff training programme which runs alongside rollout of new system.</p> <p>Any areas of extreme concern or resistance reported to HSMT/BSMT and discussed as to what appropriate actions can be put into place.</p> <p>Ongoing positive sell from senior management teams to ensure engagement across services and</p>	20	20

	<p>beyond.</p> <p>Ongoing engagement of staff inputting into the programme and testing. Co-ordinated communication plan for customers and investment into training for digitally excluded customers</p>		
<p>Impact of other corporate and/or departmental programmes, projects, initiatives or business as usual activities.</p> <p>Failure to deliver aims & objectives to agreed cost and quality.</p>	<ul style="list-style-type: none"> • Change management process. • Contingency planning. • Effective communication corporately and across Housing & Building Services. • Clarity at the end of Phase 1 April 2018. • Compliance with corporate governance requirements plus high profile & commitment at all levels of the organisation. 	20	20
<p>Inability of new system to integrate and/or interface with other corporate and/or external systems.</p>	<ul style="list-style-type: none"> • SMART requirements. Comprehensive detailed ITT. • Clearly defined contractual agreement, expectations, requirements and selection criteria. • Technical Assurance Group. • Clearly identified interfaces / external requirements, regular reviews and communication with ongoing projects, corporate teams and external providers. • Lead person with an understanding of the needs of the service areas. 	20	20
<p>Data Migration - Inability and/or failure to migrate sufficient, accurate, good quality and/or unique data to new system.</p>	<ul style="list-style-type: none"> • Data cleansing. • Detailed data migration strategy. • Appropriate specialist involvement. 	23	23

	<ul style="list-style-type: none"> • Lead person with an understanding of the needs of the service areas. 		
Lack of clear procurement route, changes to framework.	<ul style="list-style-type: none"> • Clear guidance from procurement lead on the routes available. • Understanding of the pros and cons of all procurement routes. • Ensuring the Programmes needs and aspirations are fully explored and met. • Carry out Pre Procurement Engagement to keep the Programme moving forward. 	19	19
Reports to	A Project board has been set up which reports into the HHASC Directorate Management team.		
Exec member	Cllr. Helen Douglas		
Director responsible	Martin Farran – Corporate Director for Health, Housing and Adult Social Care		
Dependencies	None		
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)			