

Update of Major Projects

Over the page is a summary of Major projects included (the projects in this list will be reviewed for the update at the next to Audit and Governance committee):

Please note before reviewing the Major project information:

- The Summary of Major projects is still in development and is provided to inform the committee in performing its role of **risk and assurance of the project management approach**.
- Executive is responsible for scheme financing/policy and Scrutiny will perform detailed reviews of any relevant project.
- Further information on projects can be provided to the committee on request or the committee can request that a relevant scrutiny committee to do a more detailed review.
- The status (RAG – Red, Amber or Green) is provided to give an overview of any significant risks and provide assurance as to how individual projects are being managed. At this stage, it is the view of the Project Manager. Further work is being undertaken on the method of rating and how this is made consistent across the corporate programme. The rating is relative to the phase/gateway in the framework that the project is in and not necessarily a comment on the overall deliverability of a project, so if a project is in the process of developing the strategic business case the rating is based on the progress in that phase not about whether the options will ultimately provide a deliverable project.
- It is recognised that further work is required in order to ensure that the projects listed below are properly resourced in order to meet their objectives on an ongoing basis and work is ongoing to meet this requirement

Programme/Project	Status (RAG)
Local Plan	Amber
Community Stadium	Green
The Guildhall	Green
Southern gateway	Amber
York central	Amber
Burnholme and wellbeing campus	Green
Adult Social Care	
- Older Person's Accommodation	Green
- Integration – including the Better Care Fund	Amber
- Care Act	Green
Future shape and size	Green
ICT	
- Customer Relationship management (CRM)	Amber
- Mosaic (adults)	Green
- Mosaic (children)	Green
- Total Mobile	Green
Public Health 0-19 year olds – The Healthy Child programme	Amber

Detailed updates

Project title	Local Plan	
<p>Description</p> <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>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Amber – Although progress has been made given the nature of the technical work required this has taken sometime to produce and will need to be the subject of Member consideration and debate.</p> <p>Following a report to Executive on 30th July 2015 officers have undertaken</p>		

<p>several technical work streams some of which were reported to the Local Plan Working Group in Autumn. A further report on future demand for housing and employment land and potential sites is expected shortly.</p>	
<p>Future outlook Following the report detailed above it is anticipated that significant progress will be made toward the submission of the Local Plan to the Secretary of State.</p>	
<p>Key risks Key risks identified at Executive 30th July:</p> <ul style="list-style-type: none"> • Potential damage to the council's image and reputation if a development plan is not adopted in an appropriate time frame • Financial risk associated with the Council's ability to utilize planning gain and deliver strategic infrastructure. Also potential financial penalties from government. • Potential threat of government intervention if sufficient progress isn't made. <p>Measured in terms of impact and likelihood, the risks associated have been assessed as requiring frequent monitoring.</p>	
Reports to	Executive, Local Plan Working Group
Exec member	<p>Cllr. Ian Gillies is Executive Member</p> <p>Cllr. Chris Steward and Cllr. Keith Aspden are responsible for leading the process. Cllr Nigel Ayre chairs LPWG</p>
Director responsible	Neil Ferris – Director of City and Environment Services
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</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8840&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s98802/Report.pdf</p>

Project title	Community Stadium	
<p>Description</p> <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>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Green</p> <p>On 17th March 2016 an update on the progress of the procurement process was presented to Executive. The paper also reflected the commitment for the long – term future of Yearsley Pool.</p> <p>On 24th March 2016 the report was presented to Full Council. The report was approved in full.</p> <p>In the last six months of the project progress has been made as follows:</p> <ul style="list-style-type: none"> • Demolition of the existing stadium and leisure facilities, Waterworld, on the Huntington site. • The official opening of the new county standard athletics track at the University of York campus in April by Dame Kelly Holmes. • Planning amendment submitted for an S73 change to the approved planning consent. Planning committee for this will be in June 2016. • The Council confirmed its commitment to Yearsley Pool and redefined the full Project Programme Plan associated with the project. • In March 2016 completion of the extension to the Monks Cross Park and Ride, remodeling the site and increasing the capacity of the service in readiness for the new facilities. 		

- All appropriate planning conditions have been discharged that allow the demolition of Huntington Stadium and Waterworld and work to extend the Monks Cross P&R site.

Future outlook

The scheme is predicted to create around 165 FTE jobs including match and event day staff. There will also be additional temporary construction jobs created during the build phase.

During the construction period the development will generate a range of employment opportunities. At the peak of the construction programme, there would be up to 250 people on the site.

The new stadium has the potential to increase supporter demand and attendance numbers. Evidence suggests that the new stadium could generate from 20% - 40% increase in visitor numbers. A 20% increase in visitor numbers to the stadium will equate to 4,200 additional visitors per year from outside the City of York.

Between £129,831 & £259,662 additional expenditure could be generated per annum from the stadium, based on a range of 20% to 40% increase in attendance at matches.

The next steps involve:

- Planning committee in June 2016 to seek approval for non-material changes to the design and size of the cinema building.
- Completion of the Design, Build, Operate and Maintain (DBOM) contract, following Call in and Judicial review periods following planning consent, approximately August 2016.
- Full construction to begin September 2016.
- Site completion for January 2018.

Key risks

- Consortium withdraws from project as scheme and delivery becomes unaffordable and unachievable.
- Delay to the completion date due to change of scope for the project.
- Project exceeds existing financial parameters agreed under current proposals.
- Planning consent for the amendment is refused or called in.

A detailed risk and issue register is managed by the project team and reported on a monthly basis to the Council's internal Project Board. Many of

these risks contain commercially sensitive information and therefore the risk / issue register is not published as part of this report.	
Reports to	Executive, Economic Development and Transport Scrutiny Committee, Project Board
Exec member	Cllr. Nigel Ayre
Director responsible	Ian Floyd – Director of Customers and Business Support 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)	Full Council March 2016: http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8836&Ver=4

Project title	The Guildhall	
<p>Description</p> <p>The Guildhall is to be re-purposed as a business club and serviced office venue, managed by a commercial operator, with retained council use for full council meetings and civic events. The redevelopment will also include supporting commercial leisure use, a restaurant on the riverside.</p>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Green</p> <p>Following the Exec approval of 29 Oct 2015 the following progress has been made :</p> <ul style="list-style-type: none"> • The Design Team led by Architects Burrell Foley Fischer undertook a robust review of the Feasibility work and produced a refined Concept Design which met the strategic brief and enhanced the potential of the complex. This was agreed by the Project Board to progress to RIBA stage 3 Detail Design. They have also commissioned / undertaken detail measured surveys / structural and condition surveys and other specialist investigations • This emerging design option meets the strategic brief requirements, and offers the potential for the Guildhall main hall to be at the heart of the revitalised complex and for the business club and serviced office venue to derive maximum benefit from using this space. • Project development work is progressing in accordance with the Executive approval and the project programme and is currently on track to report back to Executive in July requesting permission to proceed to the delivery stage. • Following a detailed analysis it was agreed to select a commercial operator for the business club and serviced office venue on the basis of a commercial lease – where the Executive approval was clear that no specific use should be specified. This process is now underway with lease bids to be returned in 6 weeks time. CYC reserved use of the council chamber for full council meetings and the Guildhall for Civic Events is defined as a user agreement to be annexed to the lease agreement. There appears to be strong interest in this opportunity 		

- An exhibition of outline proposals was held at the Guildhall alongside tours of the building for Residents Festival and generated a very positive response.
- Pre-application engagement is in progress with Historic England and the council's Planning and Conservation teams
- Cushman Wakefield were appointed as our commercial agents (following a competitive process) to advise on and market the restaurant unit benefiting from a riverside location – they report very strong interest.
- We are proposing to report to CSMC on 13 June to allow for pre-decision scrutiny, leading in to the July Executive.
- There has been ongoing engagement with project partners including both Universities who are strongly supportive of the project

Future outlook

The scrutiny committee made a clear recommendation to Executive for a scheme offering serviced managed office space in conjunction with virtual office / business club services, based on a refurbished annex, with an additional floor added. This option takes advantage of the character spaces that would be created for hotdesks / break out space allowing high density occupation. The following factors were seen to be the most important considerations in securing the future of the Guildhall complex:

- future flexibility compatible with the heritage status of the building
- public / community access
- ongoing council use secured
- protecting the heritage
- creating high value jobs
- the best rental income

Key risks

The major risk is that the lease bid / rental expectation do not provide sufficient income to finance the borrowing necessary to deliver the scheme. The project costs are being reviewed and updated – and we highlighted previously the relatively poor condition of the complex – there are a number of structural issues emerging as a result of the detailed investigations.

Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee (not Burnholme currently), project boards, DMT
Exec member	Cllr. Chris Steward

Director responsible	Ian Floyd – Director of Customers and Business Support Services
Dependencies	None
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Corporate and Scrutiny Management Policy and Scrutiny Committee September 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=144&MId=8851&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s99376/Cover%20Report%20rev.pdf</p> <p>Executive October 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s100528/Exec%20Oct%202015%20Guildhall%20Final.pdf</p>

Project title	Southern Gateway	
<p>Description</p> <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 “Southern 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 companies that are in administration 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>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Amber – There is important partnership work to be undertaken and this will gain momentum now the Project manager has been appointed and is in place.</p> <p>Mandate established by Exec in October 15 Appointment of PM – Andrew Kerr commencing May 2016. Demolition of 17-21 Piccadilly completed Dec 15 Negotiations re freehold of Stonebow House commenced Discussions with adjoining property owners continuing Capital budget for demolition of Castle Mills Car park secured Feb 16</p>		
<p>Future outlook</p> <p>Establish route to market for securing a JV partner for 17-21 Piccadilly and commence procurement Develop project plan for technical and valuation works for whole scheme Develop commercial proposal for Stonebow House to bring back to Exec Engage adjoining property owners to evaluate high level potential commercial options</p>		
Key risks		

<p>Construction costs exceed pre-tender estimates Private sector un-attracted by financial viability of projects Lack of development funding</p>	
Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee (not Burnholme currently), project boards, DMT
Exec member	TBC
Director responsible	Neil Ferris, Director of City and Environmental Services
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</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s100456/Report.pdf</p>

Project title	York Central	
<p>Description</p> <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 the National Railway Museum. 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.</p>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Amber – The project has gained significant momentum over the past 6 months, however, there are still risks to delivery e.g. formalising a partnership agreement, funding approach and repayment mechanisms for all partners</p> <p>A memorandum of understanding with Network Rail was agreed in 2014, and work is underway with the National Railway Museum and the HCA to craft a formal Partnership Agreement which takes account of a comprehensive approach to investment, risk and delivery of the scheme.</p> <p>In recent months, the Partners have built real momentum around the project and undertaken the following:</p> <ul style="list-style-type: none"> - Informal consultation on the Planning Framework concluded in February 2016 - Successfully allocated for Enterprise Zone status in November 2015 - HCA have provided a grant for £365k to support the resourcing of the project team and specialist advisors - Dedicated Project Manager and wider support team in place within CYC - Dedicated Programme Manager in place within NRM - HCA ATLAS support for site condition reports, infrastructure delivery 		

strategy and consultation support

- NR continue to implement processes required to rationalise operational uses across the site to enable site clearance for development
- 5 acre site transaction completed between NR and CYC to enable NR to begin construction of new operational facilities to free up land for development
- Successful bid to WY+TF Gateway 1 and approval to proceed to Gateway 2

To continue the project momentum that has built in recent months, the partners (including the Council officer team) have either initiated or intend to initiate the following pieces of work:

- Appoint lead Commercial and Financial Advisers to assist in crafting the Partnership Agreement and business case – ITT issued and seeking proposals from interested consortium advisers
- Appoint lead Technical and Design Advisers to assist in detailing design and engineering requirements associated with enabling infrastructure and public realm – ITT being draft by the Partner team
- Appoint lead Legal Advisers to assist in crafting of the Partnership Agreement once Heads of Terms have been agreed – ITT to be draft
- Update the Planning Framework following informal consultation and advance the evidence base where appropriate – formal consultation later in 2016
- Continue Land Assembly strategy – through negotiation and CPO implementation if required
- Continue with funding applications – LGF bid to LCR and Gateway 2 bid to WY+TF
- Continue formalising EZ status with DCLG – September target

Future outlook

CYC is committed to continued working with the Public Sector partners (Network Rail, HCA, NRM). Key milestones over the next quarter will be formal appointment of the Partnership adviser team – financial and

commercial, technical, design and legal.

The Financial and Commercial team will be appointed in early June to advise the Partners on a formal structure and the mechanisms/risks each partner may have to seek approval for to enable delivery of upfront infrastructure to unlock the site and accelerate development. This will be a complex piece of advice around viability, assessment of risk/investment but will be a significant step. Advance approval by CYC (along with other Partner's Governance arrangements) will be required to inform any Heads of Terms before moving towards a formal and legally binding Partnership Agreement.

The Planning Framework document requires updating and a further formal consultation following the informal 'Seeking Your Views' consultation earlier in 2016. We will be looking to update this with the assistance of the Planning Team and Local Plan Team.

Key risks

- Missed opportunity for economic development and York does not diversify or make employment base sustainable with continued focus on leisure/tourist economies
- Continued pressure on sites that are not allocated for housing as York Central does not deliver part of the city's housing requirement
- NRM continues to operate from poor quality, light industrial environment which is not appropriate for a museum of this scale and visitor demographic
- A new quarter for the city will not be developed and the area will continue to be poor quality light industrial/rail use
- Do not meet Central Government targets for development delivery and regeneration initiatives around stations

Reports to	Executive, Economic Development and Transport Policy and Scrutiny Committee (not Burnholme currently), project boards, DMT
Exec member	Lead Member Board: Cllr. M. Cannon, Cllr. F. Derbyshire, Cllr. L. Kramm, Cllr. K. Myers, Cllr. A. Reid, Cllr. J. Hayes, Cllr. D. Levene
Director responsible	Neil Ferris, Director of City and Environmental Services

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 December 2015</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s101740/York%20Central%20Exec%20December%202015%20Final.pdf</p> <p>Member update – May 2016</p> <p>Targeting July Executive</p>

Project title	Burnholme and Wellbeing campus	
<p>Description</p> <p>The council is committed to secure a viable future for the Burnholme school site (the Site) in Heworth ward. The school closed in 2014. During consultation on the school closure the authority committed to continue community use on the site and encourage the on-going use of its sports facilities.</p>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Green</p> <p>The spatial plan for the re-development of the Burnholme school site has been completed and demonstrates that the site can accommodate all of the activities planned for the site.</p> <p>The public information events regarding the redevelopment of Burnholme School have gone well. The team have shared information and gathered views on site at Burnholme, at St. Aelred's school, at Osbaldwick Parish Council and via the Tang Hall library and online. Current users have been particularly supportive of the plans. Local residents also welcome the mix of uses for the site but do express concern about the impact of traffic volumes.</p> <p>We have also engaged with potential providers of the care home at Burnholme and they are positive about the opportunity and the commercial arrangements which will give it life. However, they emphasise the need for the authority to show commitment and de-risk procurement for them by undertaking enabling work in advance of their appointment and demonstrating commitment to the whole-site re-development by obtaining planning consent for the community and library facilities (and by doing so demonstrate that the whole site has potential to be developed in accordance with the spatial plan).</p> <p>Tees, Esk and Wear Valleys NHS foundation trust confirm their interest in moving onto the Burnholme site and working alongside the Priory medical group and other health providers to give life to a community health hub for the east of the City.</p> <p>We now prepare to take a report to executive in May 2016 to secure</p>		

consent to begin to deliver the Burnholme Health and Wellbeing Campus. Members are asked to sanction the procurement of a partner to provide a care home on the site, the preparation and submission of a planning application relating to the provision of community facilities and an access road and investment in enabling works to allow the home to be built. Members are also asked to sanction the sale of land for housing subject to the Department of Education consent to release the land for sale.

We await Department of Education consent to release the school buildings for re-use and continue to chase them on progress.

Future outlook

We will progress the Executive report seeking sanction to progress with the delivery of the Burnholme Health and Wellbeing Hub. Consideration of this report will be dependent open Department of Education progress regarding our application under the Academies Act for the disposal/re-use of Site A at Burnholme.

We will consider submitting in April a funding application under the Governments One Public Estates programme to support work to develop the Health Hub at Burnholme and other public estates initiatives.

Key risks

The major risk is that the lease bid / rental expectation do not provide sufficient income to finance the borrowing necessary to deliver the scheme. The project costs are being reviewed and updated – and we highlighted previously the relatively poor condition of the complex – there are a number of structural issues emerging as a result of the detailed investigations.

Reports to	Executive, Project board, DMT
Exec member	Cllr. Carol Runciman
Director responsible	Martin Farran – Director of Adult Social Care
Dependencies	Older persons accommodation project
Link to paper if it has been to another member	Executive October 2015 http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8842&Ver=4

meeting (e.g. executive, council, a scrutiny committee)	Document http://democracy.york.gov.uk/documents/s100548/Moving%20Forward%20with%20the%20Burnholme%20Health%20Wellness%20Campus%20Executive%2029%20October%202015%20FINAL%20for%20public.pdf
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Project title	Adult Social Care	
<p>Description</p> <p>There are three main projects in Adult Social care covered in this report, these being:</p> <ul style="list-style-type: none"> • Older Persons' Accommodation • Integration – including the Better Care Fund • Care Act 		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Older Person's Accommodation - Green</p> <p>The Programme seeks to address future and increasing needs of older people by replacing Council run OPHs with a range of provision including Extra Care housing and independent sector provided registered residential and nursing accommodation.</p> <p>A recent update to the Health and Adult Social Care Policy and Scrutiny Committee reported good progress, including:</p> <ul style="list-style-type: none"> • The implementation of 24/7 care at Glen Lodge. • The safe closure of Grove House and Oakhaven. • Successful public engagement on the plans to re-develop the Burnholme school site as a Health & Wellbeing campus. • Award of a £850,500 grant to assist with the £4.1m cost of the 27 home extension of Glen Lodge. • Receipt of good tender prices for the construction of the Glen Lodge extension <p>Integration – including the Better Care Fund (BCF)- Amber</p> <p>In 2016/17 the BCF is being increased nationally to a mandated minimum of £3.9 billion to be deployed locally on health and social care through pooled budget arrangements between local authorities and CCGs. The local flexibility to pool more than the mandatory amount will remain. Locally, this will equate to a minimum pooled BCF budget for York of £12.203 million. National guidance for preparing and submitting the BCF joint spending plan for 2016/17 suggests using the 2015/16 plan as a starting point.</p> <p>York has to submit a final BCF plan for 2016/17 to NHS England by 3rd May 2016, a recently revised deadline. National Conditions require the joint spending plan and narrative for our submission to</p>		

be approved and signed off by the Health and Wellbeing Board, the Council and the CCG. Two previous deadlines, for the submission of draft plans for 2016/17, have already been missed, although the CCG and local authority did agree a holding response that articulated the work being undertaken to close discussions.

The financial context of the CCG/CYC, and the under-performance of the 2015/16 programme are the two issues that have proven difficult in reaching agreement about the BCF plan for 2016/17.

The current position is that:

- The total cost of schemes subject to negotiation exceeds the agreed pooled budget by approximately £1.5 million. This gap needs to be closed as part of the final negotiations. Should the gap not be closed, this will have a significant impact of services across the system which would become unfunded.
- Senior Managers from the CCG and the Council are jointly writing a draft narrative to accompany the plan.
- SCIE will review our project templates, provide an independent view of what our funding plan could look like and help finesse the narrative for submission with the plan.
- These discussions will also need to conclude with an agreement on a financial risk share, subject to the detail of what is agreed with regards to the above.

Care Act – Green

The Care Act brings together a number of existing regulations, and introduces new duties to local authorities to ensure that wellbeing, dignity and choice are at the heart of health and social care. It covers adult social care for anyone over the age of 18. The first phase of the Care Act came into force on 1 April.

Key areas of change from April 2015 included:

- general responsibilities on local authorities including promoting people's wellbeing, focusing on prevention and providing information and advice
- the introduction of new national eligibility criteria
- new rights to support for carers on an equivalent basis to the people they care for
- a legal right to a personal budget and direct payment
- the extension of local authority adult social care responsibility to include prisons
- new responsibilities around transition, provider failure, supporting

people who move between local authority areas and safeguarding

The second phase has been postponed by Central Government and is now expected to take effect in 2020.

The council has recently reviewed its implementation of the first phase, concluding that it has achieved, or is on track to achieve, compliance in the areas of Carers, Transitions, Market Shaping and Safeguarding. It has also identified the need for further progress on Prevention, Information, Assessment and Support Planning. These areas relate to the development of the new operating model for Adult Social Care, highlighting the need for a clearly defined and resourced programme of work to deliver the changes required.

Future outlook

Older Person's Accommodation

To progress the Programme the team will:

- a) Seek Executive sanction to progress with the development of the Burnholme Health & Wellbeing campus including procurement of a new care home.
- b) Start on site with the construction of a 27 home extension to Glen Lodge.
- c) Procure a partner to build an Extra Care scheme on the Oakhaven site.
- d) Undertake design work to examine options for the Haxby Hall care home.

Integration and the Better Care Fund (BCF)

The immediate priority is the finalisation and submission of the Better Care Fund plan for 16/17.

To take forward the discussions of greater integration, the Integration and Transformation Board has been established. With an independent chair, Richard Jones CBE, and support from Social Care Institute in Excellence SCIE, it will drive the integration of health and social care commissioning, and transformation of delivery. Membership includes CYC, NYCC, the CCG, York NHS Trust, Primary Care / GP's, TEWV and CVS / Healthwatch. Its role is to explore and develop the practical actions to move towards sustainable integrated health and social care services, addressing health inequalities and delivering better outcomes, and maximising the efficient and effective use of resources within the Vale of York footprint.

The ITB are developing plans for an Accountable Care System. This would

include the formation of a joint commissioning function which would have control of a pooled budget from across health and social care commissioners (i.e. the NHS and the local authority) to support a broad range of out-of-hospital based provision:

- supporting people to maintain their independence and stay at home, with choice, control and support to manage their care and support.
- With increased community-based support and reduced admission to acute care and timely discharges, and less use of primary care.

This function would then commission an Accountable Care Organisation, which would bring together a number of providers to take responsibility for the flexible and integrated provision of care for York's population, within a defined level of resources. This is one of the models identified by Government as a route towards a more integrated and sustainable health and social care system, already being developed in a number of areas across the country.

Care Act

An action plan has been identified to enhance the governance arrangements in the implementation of areas for development, in line with the shift to a new operating model for Adult Social Care. This will help to provide continued assurance on the compliance of our service with Care Act requirements, and pave the way for development of further changes should Phase 2 of the Care Act be implemented.

Key risks

Key risks identified at Executive 30th July:

Older persons Accommodation

Lack of funding to deliver all the elements of the project

Rising cost of external residential care providers

Inadequate third sector / independent care provider supply of residential care facilities suitable for people with high dementia and/or physical dependency needs

Integration and BCF

Failure to agree value of BCF

Lack of progress on joint commissioning

Complex governance

Care Act

Increased prospect of challenge

Resource impact

Delays in ICT – cross dependencies Implementation of Phase 2, bringing additional financial cost	
Reports to	Executive, ASC DMT, Health and Wellbeing Board, project boards
Exec member	Cllr. Carol Runciman
Director responsible	Martin Farran
Dependencies	<p>OPH Programme</p> <ul style="list-style-type: none"> - Capital Programme <p>Integration</p> <ul style="list-style-type: none"> - Operating Model <p>Care Act</p> <p>ICT</p>
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>OPH Programme</p> <p>Health and Adult Social Care Policy and Scrutiny Committee</p> <p>http://modgov.york.gov.uk/documents/s105585/HASCPS C%20report%20Older%20Persons%20Accommodaiton%20Programme%2026th%20April%202016%20FINAL.pdf</p>

Project title	Future shape and size	
<p>Description</p> <p>The Future operating model project that is looking at the shape of the organisation as a whole and how CYC fits into the wider City, regional and national landscape moving forward. This is in the context of a requirement to modernise as residents needs change with more people likely to require support from social care teams as financial support from central government reduces.</p> <p>This project contains the major structural transformational work that the authority will undertake.</p>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>The overarching work is going to plan, where ideas were generated within Directorates and they were organised within that Directorate with a group assisting CMT with the corporate oversight.</p> <p>Of the proposals coming forward there are a number that could result in a project of a significant size. There is ongoing work to review the best options for unlocking development sites linked to projects like York Central and Southern Gateway. Also, in development is a review of arrangements of the Housing landlord service with options to come forward in the coming week.</p> <p>The main piece of work emerging is the model that will seek to create resilient communities. This is looking at approaches for early intervention and prevention, place making (such as community development) and area based asset strategy. Projects will come forward, like the “Prevention and Early Intervention Services – a proposal for a new way of working” brought to March 2016 Executive by Children’s services and the Local area coordination work in Adults, which will fit in this model. The cross cutting issues are being reviewed by the Create Resilient Communities board.</p> <p>Another piece of work, which provides the underpinning principles for the development of the new model, is the One planet York project.</p> <p>Other elements in development are shared services options, in the context of potential Devolution deals, and opportunities to generate income for the council.</p>		

<p>Future outlook</p> <p>Ideas and proposals will continue to come forward and will be aligned to the corporate shape and size work and the re-shaping of services.</p> <p>Partner engagement on proposals where relevant has been positive and a number of papers with options for different services will be forthcoming in the next 6 months.</p>	
<p>Key risks</p> <ul style="list-style-type: none"> • Developing ideas in isolation will constrain the ability to get the most out of the work. • Failure to engage with frontline staff will limited the breadth of ideas and • leave key delivery staff distant from the process and thinking. <p>Misalignment of the work on the budgets may leave business areas in an unfit condition to change their business models.</p>	
Reports to	Council Management Team
Exec member	Executive – Proposals will impact all business areas.
Director responsible	Steve Stewart – Chief Executive
Dependencies	Devolution Health and social care integration
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive March 2016 - Prevention and Early Intervention Services – a proposal for a new way of working (Children’s services)</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8847&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s104569/Prevention%20and%20Early%20Intervention%20Services%20a%20proposal%20for%20a%20new%20way%20of%20working.pdf</p> <p>Executive March 2016 – One Planet York</p> <p>http://democracy.york.gov.uk/ieListDocuments.aspx?CId=</p>

	<p>733&MId=8847&Ver=4</p> <p>Document</p> <p>http://democracy.york.gov.uk/documents/s104511/20160317_FINAL_Exec_REPORT_ALL.pdf</p>
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Project title	ICT	
<p>Description</p> <p>There are four main projects in development at present, these being:</p> <ul style="list-style-type: none"> • Customer Relationship management (CRM) • Mosaic (adults) • Mosaic (children) • Total Mobile <p>CRM. This project replaces our existing system (Lagan) with a new system (Oracle Right Now.) This will provide much increased alignment with the website and a „My Account“ style function, social media consolidation and proactive management and integration across a number of back office systems facilitating automation, work allocation and monitoring.</p> <p>The initial implementation costs are 95k, further cost for the entire project have yet to be defined.</p>		
Financial investment	Financial saving	Reputational
<p>Current status [can you please also include a RAG rating here and make sure there is a supporting comment in the text below if it is Amber or Red]</p> <p>CRM</p> <p>The current project status is Amber overall although a number of the individual projects including digitalisation of Revenue’s & Benefits are green.</p> <p>Mosaic (adults) – Green</p> <p>Upgrade of existing system, Frameworki to latest version of system – Mosaic. Provides case management and finance functionality for payments and billing for Adults Social Care. Alongside the system upgrade, this provides a move to “Best Practice” system configuration for workflow and forms.</p> <p>Mosaic (children’s) – Green</p> <p>Replacement of Children’s case management system (Raise) and bespoke fostering payment system (ISIS) with new case management system – Mosaic. Provides case management, group working, ability of all stakeholders to access system and chronology as the main key features. This project has delivered against phase 1 which went live in March.</p>		

Phase 1 has always been conceived principally as the replacement of RAISE and the ISIS Carer Payment system with Mosaic.

Total Mobile – Green

This is a mobile working platform that provides a secure workflow solution that allows entering, managing and scheduling of tasks to staff on a mobile device. Currently deployed within Building Services, with full integration into two lines of business systems. Recent changes to the licensing model have enabled feasibility studies for full enterprise deployments.

Currently working up a prototype workflow for Adult social care Mental Health team.

Future outlook

CRM

The future outlook is positive with go live of Phase 1 expected in the Summer of 2016

Mosaic – adults.

This project is making good progress against a project plan which indicates a Go Live in the Autumn.

Mosaic – childrens.

Future phases are currently being scoped and costed.

Total Mobile

Future considerations include HR processes such as sickness recording and absence management. we are also exploring opportunities for Children's Social Care teams building and developing the recent work with Youth Offending.

We are scoping and considering the resource requirements and approach for these pieces of work.

Key risks

Lack of training resource for users on new systems

Outstanding technical issues

Delays in project initiation

Commitment and resource availability within the relevant services to contribute to the scoping and feasibility.

Costs for future phases within Social Care beyond the systems upgrades.

Reports to	Project Boards, Scrutiny Committee
Exec member	Varies depending on business area of implementation
Director responsible	Ian Floyd – Director of Customers and Business Support Services
Dependencies	CRM MDM Clearcore Govtech Rev's and Ben's.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	

Project title	Public Health 0-19 year olds – The Healthy Child programme	
<p>Description</p> <p>The national Healthy Child Programme (HCP) sets out the recommended framework of services for children and young people aged 0-19 years to promote optimal health and well-being, prevent ill-health and provide early intervention when required. The programme delivers universal services to all children and families including routine screening and developmental checks. Through the programme, families in need of additional support and children who are at risk of poor outcomes can be identified and the appropriate support provided.</p> <p>There are two elements to the programme. The 0-5 years Health Visiting Service and the 5-19 School Nurse service. The council became responsible for commissioning both services from October 2015. Staff currently providing this service transferred into the Council on 1st April.</p>		
Financial investment	Financial saving	Reputational
<p>Current status</p> <p>Amber</p> <p>Health Visitors and Schools Nurses successfully transferred into the council on 1 April. This marked a significant step, bringing the management of the services into the council and aligned with other similar services within challenging timescales.</p> <p>The service is now live, continuing to deliver the core responsibilities of the health visitor and school nursing services as follows.</p> <p>Health visitors lead and deliver the Healthy Child Service for 0 to 5 year olds, offering support to all families in pregnancy and up to when children are aged five by:</p> <ul style="list-style-type: none"> • helping to support the health and wellbeing of the whole family, from ante-natal visits until a child goes to school at 5 years. • providing advice on healthy choices e.g. breastfeeding, weaning and healthy eating • offering development reviews to ensure children are reaching their full potential • supporting parents to feel confident in their parenting skills and to 		

provide the best opportunities for their baby

- working in partnership with Children's Centre Services and other specialist services to support families with additional needs
- offering support and information to families experiencing specific difficulties such as postnatal depression, social isolation and domestic abuse.

School nurses lead and deliver the Healthy Child Service for 5 to 19 year olds, working with children, young people and their families and have a key role in supporting children and young people in school settings. They:

- help support the physical and emotional health and wellbeing of children and young people
- provide advice on healthy choices e.g. healthy eating, dental health, sexual health and substance misuse
- offer health reviews to ensure children continue to reach their full potential
- offer advice and information on health issues such as bedwetting and behavioural problems
- work closely with the child's school to promote a healthy lifestyle

Future outlook

Following the transfer, there are several areas of ongoing work to consolidate the arrangements and ensure that robust procedures are in place in the areas of:

- Information and Clinical Governance
- Safeguarding supervision
- Revalidation with the Nursing and Midwifery Council
- Workforce development including work with Health Education England on student training placements for pre-registration and post-registration training
- Physical and electronic storage of records
- Location of staff

A new phase of development will now begin, through consultation with staff, to design the new integrated service in line with the wider Early Help offer from Children's Services and partners. This provides the opportunity for greater consistency and joined-up working to optimise the service and focus resource where it will have greatest benefit.

Key risks

Differing work practices, culture and ICT systems Incoming staff facilities requirements	
Reports to	Executive, Health and Wellbeing Board, DMT, Project Boards
Exec member	Joint lead members Cllr Carol Runciman and Cllr. Jenny Brooks
Director responsible	Sharon Stoltz
Dependencies	ICT Future Operating Model
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	Regular update reports have been submitted to the Health and Wellbeing Board, YorOK Board and Health and Adult Social Care Policy and Scrutiny Committee Executive August 2015 Healthy Child Service paper http://modgov.york.gov.uk/documents/s99159/Approved%20Healthy%20Child%20Service%20-%20report%20to%20Executive%2027%20August%202015.pdf