

Report from the Office of the Chief Executive

Programme/Project Management Update

Summary

1. It was agreed at Audit & Governance Committee on 23rd September that a quarterly update be provided on key programme and project activity. This paper provides the first update.
2. In addition, further information has been provided on the work the council is doing to strengthen project and programme management through the adoption of a standard methodology. As part of this process, the council is rolling out a project management database called verto.

Background

3. The council undertakes a large amount of programme and project management and has a strong track record in delivering change. At previous Audit and Governance committee meetings, requests were made for increased visibility of the council's key project activity. This report has been produced to provide a summary of the most significant programmes and projects currently being implemented. In determining what projects should be included, particular consideration has been given to whether the council is either making considerable financial investment in these projects or whether they are critical to the council's ability to achieve future budget savings. At this stage, financial thresholds have not been set for either investments or savings and instead a judgement has been made as to those which are the most significant in each category. The report also contains projects that are judged to be important in reputational terms. These projects may not be investment led but the council recognises that their failure would create significant concern amongst customers.

4. In presenting the information to Audit & Governance Committee, a template has been produced in order to provide;
- Description – An explanation of what the purpose of the project/programme is.
 - Category – A judgement as to whether it is being reported because it is an investment, saving or reputational project/programme.
 - Current Status – An explanation of the activity that has been completed.
 - Future Outlook – An explanation of the next phases of project/programme activity.
 - Key Risks – A simple description of the project/programme’s top three risks. Many of these are reflected in the corporate risk log that is reported to Audit & Governance Committee. For ease of presentation, the gross and net risk scores and mitigations have not been replicated in this report.
 - Reports to – This section sets out where the project/programme is currently reporting to in terms of the council’s overall governance structure.
5. Further categories can be added and the template refined if Audit & Governance Committee wishes to see other information.

Project Title	Local Plan
	<p data-bbox="236 1346 432 1384">Description</p> <p data-bbox="236 1391 1433 1514">The 'Local Plan' is a citywide plan which helps with development control in York, it sets out the opportunities and policies on what will or will not be permitted and where, including new homes and businesses.</p> <p data-bbox="236 1563 1401 1727">In response to both the Council resolution in autumn and the changed national and local context officers have either initiated or intend to initiate the following pieces of work which will add to and update the evidence base that will inform the next stage of plan production.</p> <p data-bbox="236 1733 496 1771">Need for Land</p> <ul style="list-style-type: none"> • Objective Assessment of Housing Need • Revised Economic Forecasts • York, Hambleton, Ryedale and North Yorkshire Moors National Park Authority Strategic Housing Market Assessment

Land Supply

- Windfalls Provision
- Density and Phasing
- Strategic Housing Land Availability Assessment
- Employment Land Review
- Duty to Cooperate – the role of Neighbouring Authorities

Other

- Consultation Audit and Assessment
- Gypsy and Travellers and Travelling Show People Assessment
- Green Belt Appraisal
- Infrastructure Development Plan
- An assessment of Neighbourhood Plans and their relationship to the Local Plan
- Emerging Joint Waste & Minerals Local Plan

Financial Investment



Financial saving



Reputational



Current Status:

The report to Executive on 30th July 2015 quoted the Council resolution on the Local Plan on 9th October 2014 which stated that the draft local plan approved by Cabinet on the 25th September 2014 did not accurately reflect the evidence base. It asked that officers produce a report on the housing trajectory be brought back to the Local Plan Working Group and a new local plan be brought back to the LPWG for discussion and recommendation to Cabinet in November.

The report to Executive on 29th October 2015 presented the recommendations from a meeting of the LPWG held on 29 September. It asked Members to consider the advice given by the Group in their capacity as an advisory body to the Executive. This was to note the Arup report on the Objective Assessment of Housing Need which is to be used as the starting point for determining the amount of housing land required to be identified in the Plan.

Future Outlook:

Officers are working with technical experts to produce a revised Objective Assessment of Housing Need (OAHN) for York. This will look at the implications of the revised national household projections which are the starting point of overall housing need. The 2012-based projections indicate that the number of households in York is projected to grow by 14,404 dwellings between 2012 and 2031 to 98,651

households in total.

In addition to evaluating the implications of the national household projections the technical work will consider sensitivity testing, specific to local circumstances, which may require an adjustment to be made to reflect factors affecting local demography and household formation rates which are not captured in the national projections. These other factors include the consequences of past under delivery of housing (backlog), specialist populations such as students, market signals (e.g. house prices) and affordability and economic projections.

The Local Plan should make provision for the land required to meet the development needs of the local economy. A key piece of evidence for this is a forecast of future job growth and the consequent need for land to accommodate new business floor-space. Furthermore the forecast job growth influences the assessment of the need for housing and it is important to ensure the alignment of projected housing and job growth. Officers are working with technical experts to undertake this work.

Key Risks

Key risks identified at Executive 30th July:

- 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.
- 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

Measured in terms of impact and likelihood, the risks associated have been assessed as requiring frequent monitoring

Reports
to:

Executive, Local Plan Working Group

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. The range and extent of community facilities and services proposed with limited reliance on public sector funding will be a first in the UK.</p>		
Financial Investment <input checked="" type="checkbox"/>	Financial saving <input type="checkbox"/>	Reputational <input checked="" type="checkbox"/>
<p>Current Status:</p> <p>On 27th August 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. It requested that Executive:</p> <ul style="list-style-type: none"> • Note the commitment to the long term future of Yearsley Pool and to commence the formal review process acknowledged by the procurement documentation so that this long – term commitment is delivered • Receive a report by March 2016 setting out the findings of the review process set out above and agree the long – term management arrangements for the pool after the new Stadium Leisure Centre is operational • Proceed with a package of early works in order to de-risk the delivery timetable and mitigate ongoing revenue pressures • Agree to the cost of these works valued at £2m being brought forward from the construction schedule • Receive a contract award report by January 2016 • Authorise the appropriation of land at Huntington Stadium • Take all reasonable steps to secure the removal by agreement if possible of any existing property rights which could prevent the development going ahead 		

On 24th September a report was presented to Executive on the appropriation of land at Kathryn Street, Huntington Stadium for planning purposes. The report noted that the project is now in its final stage of procurement and full commitment is given to its expedient delivery so that construction is completed during the football season 2016/17

On the 18th November a report was presented to the Economic Development and Transport Scrutiny Committee. This report noted the opportunities, benefits and progress over the last 6 months and the next steps in the process.

In the last six months of the project progress has been made as follows:

- An archaeological dig took place at the stadium site in May/June.
- The new county standard athletics track opened at the University of York campus in June and City of York Athletics Club have been using for training and events.
- The Judicial Review period expired and Secretary of State approval was received in respect of the full planning application.
- The Council confirmed its commitment to Yearsley Pool and redefined the full Project Programme Plan associated with the project.
- York City Knights signed their stadium and associated agreements with the Council in July.
- All appropriate planning conditions have been discharged that allow the commencement of early works on the stadium site to begin in November. This will see the demolition of Huntington Stadium and Waterworld and work to extend the Monks Cross P&R site.

Future Outlook:

A contract award report is due to be presented to Executive by January 2016 and a report by March 2016 setting out the findings of a review report on the future of Yearsley pool.

The scheme will create around 200 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:

- The completion of early works throughout November 2015 to February 2016.
- Full Executive approval to be sought and received to enable the signing of the full Design, Build, Operate and Maintain (DBOM) contract.
- Full construction to begin Spring 2016.

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

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. A comprehensive risk analysis will be provided prior to contract award.

Reports
to:

Executive, Economic Development and Transport Scrutiny
Committee, Project Board

Project Title	Capital programme	
<p>Description</p> <p>This report addresses elements of the capital programme – these being:</p> <ul style="list-style-type: none"> • The Guildhall • Southern Gateway including 17-21 Piccadilly • York Central • Burnholme Health & Wellbeing Campus (This is linked to the Older Person’s Accommodation Programme which is reported as a separate item) 		
Financial Investment <input type="checkbox"/>	Financial saving <input type="checkbox"/>	Reputational <input type="checkbox"/>
<p>Current Status:</p> <p>The Guildhall. A paper was presented to Executive on 30th July on the future of York’s Guildhall and Riverside. The report asked Executive to agree:</p> <ul style="list-style-type: none"> • A commitment to improved public access • To continue with the ongoing development work including the procurement of a multi-disciplinary design team • To commission a specialist property agent to establish the value of the commercial riverside elements, advise the design team, market test the proposals and agree the principles of long leases • To initiate a review of the feasibility work and business case assumptions with an aim to report back to Executive in September on the most commercial and viable options <p>On 14th September, a paper was presented to the Corporate & Scrutiny Management Policy & Scrutiny Committee on the Guildhall Development Review Introductory Report.</p> <p>The report provides an overview of the background information on the proposals (as developed to date) for the future use of the Guildhall complex. Members are asked to note the information provided and agree to a future meeting with external consultees, to enable Members views to feed into a future Executive report on the possible commercially viable uses for the complex.</p> <p>On 16th September, an additional meeting held for detailed consideration of options for the future use of the Guildhall complex</p>		

On 29th October, a paper was presented to Executive to agree the next steps necessary to secure the future of the Guildhall complex following the project review as agreed by Executive on 30th July and in response to the recommendations of the recent scrutiny review.

Executive were asked to approve the Scrutiny recommendation and:

- Create a serviced office venue
- Confirm the appointment of a multi disciplinary team, led by architects Burrell Foley Fischer, and agree that further design work is undertaken to develop a detailed scheme and associated business case, drawing on the previously approved development budget of 500k with a further report to Executive for final approval to proceed in summer 2016
- Confirm the selection of a commercial operating partner – the selection process to be confirmed following legal advice on the most effective option
- Confirm a programme of engagement with the City's business sector / target market to understand their requirements, facilitated through joint working with project partners; the Universities and Make it York.

A further report was presented to Economic Development and Transport Policy and Scrutiny Committee on 18th November, giving background on major capital projects.

Southern Gateway. A report was presented to Executive on 29th October. On 18th November a report was presented to the Economic Development and Transport Policy and Scrutiny Committee, giving background on major capital projects. Members were asked to agree:

- Progress to the development stage of the project and appoint a project manager using grant funding from One Public Estate
- To commence a procurement exercise to identify a joint venture partner to redevelop 17-21 Piccadilly
- To develop a business case for the development of the Southern Gateway
- To a budget of 185k, financed from New Homes Bonus, to enable development of a fully worked up business case

- To undertake transport modelling and review parking and access arrangements
- To explore potential delivery mechanisms and commence discussions with land owners in the area
- Undertake engineering feasibility
- Undertake archaeological feasibility to develop a costed proposal for a dig.
- Explore planning constraints and develop a suitable approach to planning issues.
- Undertake a market assessment.
- Develop a high level spatial plan for the area and a 3D visualisation for the area.
- Undertake a Development Appraisal.
- Explore a range of commercial delivery mechanisms.
- Prepare for a public consultation.
- Prepare a Conservation Statement for St George's Field & the Foss Basin.

York Central. A report was presented to the Economic Development and Transport Policy and Scrutiny Committee on 18th November giving background on major capital projects.

A memorandum of understanding with Network Rail has been signed, and work is underway with the National Railway Museum and the HCA to craft a comprehensive approach to the delivery of the project and to pursue additional external funding opportunities.

The project is being led at Corporate Management Team by the Director of City and Environmental Services supported by the Assistant Director of Finance Property and Procurement. A full time project manager is now in place with a dedicated project team for York Central to be able to resource the project appropriately.

Housing Zone status was awarded in the spring and The Homes and Communities Agency (HCA) have confirmed potential equity investment of £9.2m. They are also considering a grant application for £365k to support the resourcing of the project team and specialist advisors.

A bid has been submitted for York Central to become an Enterprise

Zone with support from the York North Yorkshire and East Riding LEP.

A grant of £50k has been agreed with a further bid for £200k under consideration from the Cabinet Office/Local Government Association One Public Estate programme, with funds to support the formation of a delivery partnership and early enabling work.

Work is ongoing to assemble third party land holdings to enable full scheme development.

A Lead Member Group has been established on York Central, and meets quarterly.

Burnholme Health and Wellbeing Campus. (linked to the Older Person's Accommodation Programme which is reported as a separate item).

A report was presented to Executive on 30th July that included asking for agreement from Executive to procurement of a new residential care facility as part of the wider Health and Wellness Campus at Burnholme.

On 29th October Executive were asked to:

- Note progress towards achieving new uses for the Burnholme site.
- Agree that interest is sought from partners to progress:
 - i. continued community and sports use on the site;
 - ii. a residential care home for older people;
 - iii. housing provision;
 - iv. health services delivered in a community setting.

Future Outlook:

Guildhall. 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

Southern Gateway. The vision being developed for the area will help to achieve the effective regeneration of this strategically important location in the city and will coordinate development of wider socio-economic benefits. This is based on a mixed use, quality development with significant civic and public space.

Detailed economic benefits will be developed as part of this project. Benefits will include increased footfall, improved car parking provision, promotion of the use of sustainable transport, public realm improvements (including the setting of Clifford's Tower) and retail, office and residential space.

York Central. A developed York Central will deliver high value economic growth for the region. Enabled by Enterprise Zone status, the site would deliver:

- 108,000m² of additional grade A office led commercial space for private sector growth
- Estimated 6600 full-time employment high value jobs in industries such as professional services, insurance and high value rail, and
- £1.16 billion direct Gross Value Added (GVA) uplift from the commercial phases alone. With strategic alignment of planned transport improvements that would also be delivered as part of site regeneration, the benefits and job opportunities would be felt across the Local Enterprise Partnership (LEP) and the North.

Burnholme. This project is expected to deliver:

- a care home of at least 82 beds, in relation to which the Council will reserve the right to purchase a number of beds at a discount
- space for a relocated Explore Centre
- nursery and out of school care for pre- and primary school age children
- meeting and activity spaces for community and voluntary sector groups and communities of interest

- space for rent by start-up enterprises and by small third sector organisations
- a wide spectrum of both formal and informal indoor sports and active leisure provision
- sports pitches and other outdoor activities to encourage active lifestyles and that complement rather than compete with other facilities nearby
- accommodation for General Medical (GP) and community-based health services
- flexible training and meeting spaces for health service and lifestyle information provision
- complementary commercial offering e.g. pharmacy, community cafe etc
- homes to rent and to buy

Key Risks

Construction costs exceed pre-tender estimates

Private sector un-attracted by financial viability of projects

Lack of development funding

Reports
to:

Executive, Economic Development and Transport Policy
and Scrutiny Committee (not Burnholme currently), project
boards, DMT

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 Person's Accommodation • Integration – including the Better Care Fund • Care Act 		
Financial Investment <input type="checkbox"/>	Financial saving <input type="checkbox"/>	Reputational <input type="checkbox"/>
<p>Current Status:</p> <p>Older Person's Accommodation</p> <p>Following the decision to end the previous procurement exercise, a paper was presented to Cabinet on 3rd March 2015 asking for agreement to a new approach subject to the approval of a detailed business case.</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>The Council needs to address current shortfalls in provision and ensure that the city is equipped to respond to changing needs and demands. The aim is to see the delivery of up to 336 new units of accommodation by 2018/19 for those with high care needs and a further 197 for those with medium and low care needs and, subject to consultation and Member approval, the closure of York's 225 existing OPH residential care beds by the end of the financial year 2018/19.</p> <p>On 30th July a paper was presented to Executive asking for agreement to proceed with the Older Persons' Accommodation Programme including:</p> <ul style="list-style-type: none"> • funding 24/7 care support at Glen Lodge and Marjorie Waite Court Sheltered Housing with Extra Care schemes; • building a 27 home extension to Glen Lodge; • seeking the building of a new Extra Care scheme on the site of an existing Older Persons' Home • procurement of a new residential care facility as part of the wider Health and Wellness Campus at Burnholme; and 		

- encouraging the development of additional residential care capacity in York including block-purchase of beds to meet the Council's needs.

On 29th October, a paper was presented to Executive on the next phase of the Older Person's Accommodation Programme – deciding the future of Grove House & Oakhaven Older Person's Homes.

Executive were asked to:

- Note the programmes over – arching aims to provide quality accommodation and care now and in the future
- Receive the outcome of the consultation to close both homes and move residents to alternative accommodation
- Agree to the closure of the homes and that residents' move to new homes be carefully planned and managed in line with the Moving Homes Safely Protocol
- Agree that Grove House be sold to generate a capital receipt to support the wider programme
- Agree the procurement of a partner to develop the Oakhaven site as a new Extra Care facility for Acomb.

Integration – including the Better Care Fund

A report on integration was presented to the HWB Board on 21st October. This outlined an ambition to design, commission and deliver health and wellbeing services collaboratively across the Vale of York population.

In order to fund the initiatives which will help deliver the ambitions of the BCF a pooled budget had been agreed between NHS Vale of York Clinical Commissioning Group (CCG) and City of York Council (CYC). For Financial Year 15/16 this initial pooled budget amounted to £12.127M, with the majority of the fund (£11.176M) coming from the CCG.

Since the submission of the BCF plan, there has not been the level of progress expected in many areas, with some elements of the plan under-performing against trajectory and other areas still not in the implementation and delivery phase. The key issues were highlighted in the report to the Health and Wellbeing Board in July.

Care Act

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

Key areas of change from April 2015 include:

- 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

We have successfully implemented the requirements of part one of the Care Act. As a council we have provided bulletins to the public and our staff covering the following areas:

- Assessment and Eligibility
- Care and Support Planning
- Delegation of Local Authority functions
- Independent advocacy
- Market shaping and commissioning
- Ordinary residence
- Preventing, reducing or delaying needs
- Promoting Wellbeing
- Review of care and support plans
- Safeguarding

Future Outlook:

Older Person's Accommodation:

- The programme will give older people choice by increasing the provision of Extra Care accommodation in York so that more people can continue to live independently in their own home, safely and securely
- Provide at least 90 new Extra Care apartments for those with high care needs in use by summer 2018 with at least 30 of these available by the end of this financial year.
- Deliver dignity and quality in care by replacing existing residential care homes that are no longer fit for purpose with new and purpose built accommodation
- At least 105 new and purpose built residential care beds will be built by 2017 with the Council seeking to "purchase" c30 for use by the residents whose care the Council funds.
- Deliver the promise to provide a Health and Wellness Campus on the site of the now closed Burnholme Community College, giving life to the city's ambitions for greater integration between health, care, sport and leisure and delivering beneficial community facilities and homes in the east of the city
- Approximately 82 care beds (with up to 55 reserved for Council use), community, health and wellbeing facilities as well as homes for local people can be provided by the end of the financial year 2018/19.

Integration and the Better Care Fund (BCF)

In order to move forward with joint commissioning arrangements, pooled budgets and the BCF, a number of initiatives have recently been established with a view to future working.

An Integrated Commissioning Executive (ICE) with senior membership from City of York Council, Vale of York Clinical Commissioning Group and North Yorkshire County Council has recently been established to co-ordinate a consistent approach to commissioning services which deliver the principles of integrated commissioning. Whilst further work is ongoing to finalise the shared work programme for ICE, initial priorities have already been highlighted around the continued development of the Integrated Care pilots, rehabilitation, re-ablement and intermediate care services.

A Provider Alliance Board has been set up with the aim to work collectively across traditional health and social care boundaries as the

most efficient way of delivering safe, seamless and cost-effective out of hospital services for local people.

In general terms the Alliance affords the opportunity for Commissioners to move away from organising multiple contracts with many different providers, each dealing with an element of a patient pathway, towards identifying key outcomes which the Alliance can deliver by all providers working together to provide in a single, seamless pathway.

An outline work programme has been agreed and initially the Alliance will focus on how providers working together can develop the current care hubs from their existing position, and create a single, but flexible model for out of hospital care for the whole area.

In addition, the chief executives and chief officers of City of York Council, North Yorkshire County Council, NHS Scarborough and Ryedale Clinical Commissioning Group, Tees, Esk and Wear Valleys NHS Foundation Trust, NHS Vale of York Clinical Commissioning Group and York Teaching Hospital NHS Foundation Trust have established themselves as a System Leaders Board, committed to:

- working together as partners
- setting direction for their teams to address collective priorities
- unblocking barriers to support effective action
- holding each other to account for delivery.

This board was due to meet for the first time in October and subject to further agreement, will support progress against the priority work areas identified that are being taken forward through a number of other system-wide boards and groups including:

- Provider Alliance Board
- Integrated Commissioning Executive (ICE)
- System Resilience Group (SRG)
- Financial Turnaround Board (FTB)
- A variety of Enabling Workstream Boards

Care Act

The ability to respond effectively to customer requests and to ensure that all customers can access services as required under the Act

requires ICT support to work effectively. The Customer Relationship Management system is being replaced to enable staff to work effectively.

The replacement of our existing system (Lagan) with the new system (Oracle Right Now) provides:

- much increased alignment with the website
- a 'My Account' style function
- provides social media consolidation and proactive management
- provides integration across a number of back office systems facilitating automation, work allocation and monitoring.

The upgrade of existing system, Frameworki to the latest version of a system called Mosaic. This provides case management and finance functionality for payments and billing for Adults Social Care. Alongside the system upgrade, a move to a 'Best Practice' system configuration for workflow and forms. The Care Act necessitates changes to working practices, some of which are supported by the changes in the technology/application.

Key Risks

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

Reports
to:

Executive, DMT, Health and Wellbeing Board, project
boards

Project Title

Future operating model

Description

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.

The project is split into three stages:

September 2015 – December 2015 – Ideas and options

The work was initiated by CMT at the Service to City meeting in September and all service areas were asked to look at how they could deliver services differently whilst CMT, supported by a cross directorate team, would in parallel look at the shape of the City of York council core. Services are encouraged to explore all possibilities and involve front line staff in the ideas development.

The product of this stage will be a series of ideas for service areas and a view of what the core of the organisation would look like depending on the outcome of the evaluation process (stage 2). The evaluation model and process for assessing the ideas will also be designed in this stage.

January 2016 – March 2016 – Options development and evaluation

Once the first round of ideas have been articulated these will then go through a first round of assessment, which is likely to reduce the long list to a short list as the overall shape of the organisation is better understood. Where there are new business models emerging that meet the first viability assessment, the outline business case will be developed for each model. This will then be tested on an evaluation model based on the Treasury Green book and specifically, due to the whole system approach required where there are dependencies across a number of agencies (not just CYC), the usage of the New Economy cost benefit analysis tools. Each piece of work will be dealt with using the new CYC project management methodology.

The product of this stage will be options for an overarching operating model for the council including setting out the relationship with the City and the region (in the context of devolution) and a series of detailed business cases for new delivery models.

April 2016 onwards

Implementation of the overarching operating model for the council and the management of a number of projects (that will have their own timescales) that will implement the alternative delivery models.

Financial Investment

Financial saving

Reputational

Current Status:

The project is on track to deliver to outputs from the first stage - the development of ideas. The ideas were shared across the organisation at the November Service to City meeting and the evaluation model is scheduled to be complete by the end of December ready for the second stage in January.

Future Outlook:

Elements for the second stage are in place. The work needs to be closely aligned to the budget proposals for the next 5 years.

Key Risks

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.

Misalignment of the work on the budgets may leave business areas in an unfit condition to change their business models.

Reports

Council Management Team

to:

Project Title

ICT

Description

There are four main projects in development at present, these being:

- Customer Relationship management (CRM)
- Mosaic (adults)
- Mosaic (children)

- Total Mobile

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.

The initial implementation costs are 95k, further cost for the entire project have yet to be defined.

Financial Investment <input checked="" type="checkbox"/>	Financial saving <input checked="" type="checkbox"/>	Reputational <input checked="" type="checkbox"/>
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Current Status:

CRM. There is a monthly Project board and weekly delivery level meetings with all project management documentation in place. There is business representation from across the authority (membership is currently being defined), ICT and senior customer services representation and the supplier. There are regular updates to Scrutiny Committee.

Mosaic (adults) 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. This project is in the first phase of agreeing specifications with an aim to go live in June 2016.

This project started in July and is in the procurement phase.

Mosaic (children's) 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 is in the first phase of four prior to anticipated live date of January 2016.

Phase 1 has always been conceived principally as the replacement of RAISE and the ISIS Carer Payment system with Mosaic. The following Services will transition fully onto Mosaic from 11 January 2016:

- Referral and Assessment Service

- Child in Need Service
- Child Protection and Looked After Children Service
- Children with Health and Disability Service
- Adoption Service
- Fostering Service
- Short Breaks Service
- Pathway Service
- LAC Support Service
- Children's Social Care payments
- Emergency Duty Team

Additionally, the following Services will use Mosaic as case management system but not fully transition from using other systems concurrently:

- Children's Advice Team
- SEND Service
- Family Focus
- LADO Service

Total Mobile 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.

Future Outlook:

CRM. The adoption of a new CRM system with increased functionality will be a key part of the ICT strategy and support going forward.

However, there are resource implications around data cleansing as well as key dependencies on successful skill / knowledge transfer process and the implementation of two other projects (ClearCore and provision of quality customer records and GovTech BECS solution for Revenues and Benefits).

Raise – adults. Work is underway to refine the specifications with the supplier. This will be ongoing but with a view to enable functionality and launch in June 2016.

Raise – children's. Phase 2 will be dominated by small changes to the Go Live Configuration as the system is put into full operational use by nearly 300 users.

Total Mobile. Following the successful deployment within building services, the next development is within Adults Social Care beginning with Mental Health/Learning Disabilities team.

Key Risks

Lack of training resource for users on new systems

Outstanding technical issues

Delays in project initiation

Reports
to:

Project Boards, Scrutiny Committee

Project Title	Public Health 0-19 year olds – The Healthy Child Programme	
<p>Description</p> <p>The Healthy Child Programme (HCP) sets out the recommended framework of services for children and young people aged 0-19 years (25 for Children with a Learning Disability) 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.</p> <p>Executive agreed on 27th August 2015 to allow the contracts for the existing health visiting, school nursing and National Child Measurement Programme to end on 31 March 2016 and create an “in house” provision with a new delivery model with effect from 1 April 2016. This will mean the TUPE transfer of all staff currently providing this service to the council next April.</p>		
Financial Investment <input checked="" type="checkbox"/>	Financial saving <input type="checkbox"/>	Reputational <input checked="" type="checkbox"/>
<p>Current Status:</p> <p>These services are currently delivered by the York Hospital NHS Foundation Trust. Plans to TUPE transfer the staff across are being developed. The plans include two separate but convergent Project Boards and governance arrangements. One to deal with the transactional aspects of the TUPE transfer, the other to set out the strategy and shape of future service.</p> <p>0-19 Healthy Child Steering Group (Internal facing)</p> <ul style="list-style-type: none"> • Membership has been agreed and attendees invited • Meetings have been diarised fortnightly over next three months initially • Will manage a series of task/finish groups to facilitate TUPE transfer of approximately 50-60 WTE staff 		

- Liaison with outgoing provider
- Liaison with CYC staff
- Transactional pieces of work centres on HR; ICT; Workforce Development; Legal; Facilities
- Chaired by Consultant in Public Health (who also sits on other Board)
- Overarching Project Plan in place
- Reports to DMT monthly

Healthy Child Sub Group of YorOK Board and links to existing work (external facing)

- YorOK Board is well established with elected member involvement
- Includes all stakeholders – health professionals, schools, H&WB Board, parents
- Responsible for scoping exercise to identify
 - Core offer
 - Community based offer for families
 - Targeted offer
 - Future CYC offer that incorporates the HCP with Children's Centres and other Youth services such as Castlegate
- The YorOK Board also launched a public consultation on a proposed 0-19 Healthy Child Service in May of this year. A key element of the consultation has been to seek the views of a wide range of people about how health visiting and school nursing services are currently provided across the city and how the needs of our younger residents can be met in future through a new single 0-19 Healthy Child Service delivering both the HCP 0-5 and 5-19 elements

The two Project Boards (internal and external) share key members such as Consultant in Public Health and senior CSES staff. Whilst the internal group is largely concerned with the detailed transactional work, it will be influenced by the YorOK sub group in terms of strategic direction and future shape of service provision.

Future Outlook:

The transfer of a large number of staff under TUPE is complex, and whilst a great deal of work has to be done by the outgoing provider, there are many tasks that need to be completed both before and after the transfer. Some of the practicalities of these tasks are dependent on other convergent projects and considerations and include:

- Clinical supervision arrangements
- Line management
- Clarification of current and future roles
- Changes to working conditions for some incoming staff
- ICT and reporting requirements
- Facilities and practicalities – where people will sit, equipment etc
- Work practices and ethos
- Organisational culture
- Host of HR issues (pensions, pay, dual workforce, union representation etc)

It is proposed that there will be a two stage delivery, the first with the TUPE transfer of staff into the council, the second, after a period of consultation, the future direction and modelling of the service.

Key Risks

Differing work practices, culture and ICT systems

Incoming staff facilities requirements

Time for due diligence on TUPE transfer staff details

Reports
to:

Executive, Health and Wellbeing Board, DMT, Project
Boards

Support to Projects/Programmes

6. Since the last Audit & Governance Committee, further support has been made available to projects/programmes.

Risk Management Guide

7. There is a comprehensive risk management guide available to staff that has been updated in October 2015 and is based on the corporate risk strategy. The guide covers;
 - Risk Management Cycle within the council
 - Identification and description of risk
 - Key information to include when describing a risk
 - Evaluating and prioritising risks

- Controls and actions
- Key information when describing a control or action
- How to report a risk
- Potential areas of risk
- Report template
- Risk categories
- Risk scoring criteria
- Risk Scoring Matrix

Deployment of a Standard Project/Programme Methodology

8. The CYC programme and project methodology is now captured in a tool kit for managers and is being rolled out to Directorates. The toolkit will need to be refined on a regular basis and it already has been amended to incorporate some of the recommendations made by Mazars in their review of the Older Person's Project and Transformation Programme. It incorporates the Prince2 and MSP methodologies that are recommended as good practice for local government and the toolkit also incorporates the Treasury Green Book approach to the development of business cases. The new project toolkit also integrates the CYC approach to risk management and governance. The material should ensure that all project and programme managers can properly initiate and plan their projects. A summary of the toolkit is appended to this paper.

VERTO

9. In order to complement the project management toolkit and to ensure a consistent, well managed approach to programme and project management, a new web based system is being rolled out. It is called Verto. Each phase of a programme or project is managed within the system and it provides a gateway process for the project manager to ensure that all requirements are met before moving to the next project phase. All work from planning to risk management is controlled in the system and all involved in the projects have access to update and view the information where appropriate. This allows a wider oversight for all stakeholders involved in the projects and those involved in the quality assurance of the systems in place (such as internal audit). During 15/16 all significant projects will move onto this system. As our auditors have identified, it is critical that the information going into the system is of a high quality to ensure proper management and oversight. Further

consideration is being given to how this can be achieved. Audit and Governance Committee have been invited to a demonstration of the Verto system.

Summary

10. This report identifies the most significant projects that the council is undertaking. Further analysis will be undertaken with a view to providing Audit & Governance with a complete list of project management activity.

Recommendations

11. Audit & Governance Committee are asked to consider the project information provided and provide feedback on any further data that they wish to see in future updates.

Reason: To ensure that the committee is kept updated on key programme and project activity.

Contact Details

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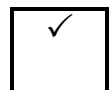
**Report
Approved**



Date 1.12.15

Wards Affected: *List wards or tick box to indicate all*

All



For further information please contact the author of the report