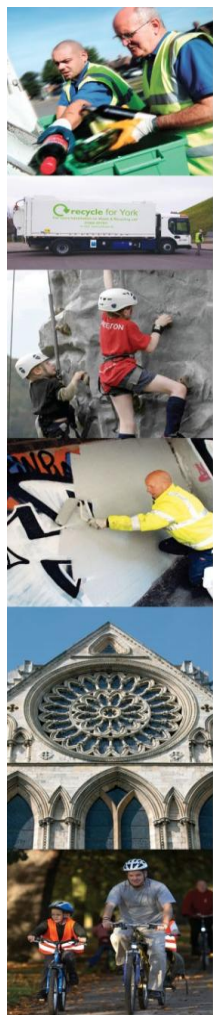**PRESENTATIONS TO MEMBERS NOVEMBER 2014 REGARDING BROWNFIELD AND INFRASTRUCTURE SITES**

BROWNFIELD AND INFRASTRUCTURE PROJECT MANAGEMENT

Opposition Briefing
26 November 2014

Presented by Sarah Tanburn
Interim Director of City and Environmental Services
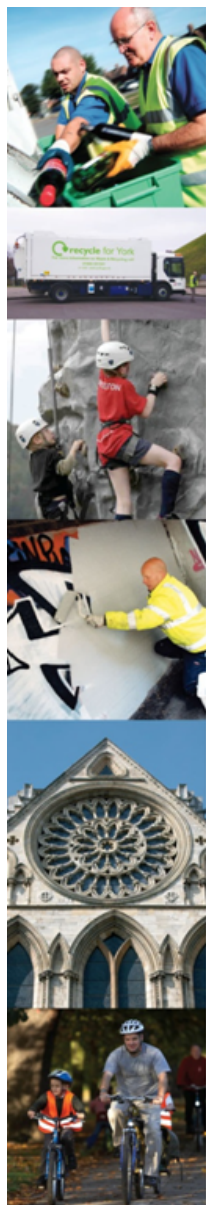
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Brownfield and Infrastructure Project Management : moving to delivery

Core principles:-

- focus on projects which are achievable

- distinguish between major applications and projects, and between B&I projects and Transport programme

- projects are those where council has specific interests and intervention adds value

- such projects are almost always multi-year and with many external stakeholders

- project (and application) management is not free and needs specific skills

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Brownfield and Infrastructure Project Management : moving to delivery

Element	Major funding sources
On site infrastructure required by growth eg schools, onsite roads, affordable housing, health, open space	Primarily funded by the site itself or a combination of local sites (section 106). Viability studies have taken our policy expectations into account though of course developers will still negotiate and the arguments around affordable housing are particularly complex.
Strategic Infrastructure	A significant proportion (c10%) is likely (but not guaranteed) to be secured through WYTF+ and LGF. A further element (maybe 40%) will come from the CIL. We are developing a strong narrative to support access to funding through the next 10 years.
Major projects with multi-year, multi-partner features	Many and various and may well include private sector, repayable resources.
Transport capital investment including BBAF, LSTF, Scarborough Rail Bridge etc	Primarily the WYTF+ and special government funds though some may be funded from the Council's resources.

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Brownfield and Infrastructure Project Management : moving to delivery

Priorities

- Outer Ring Road

- Stadium

- York Central and Station Gateway

- Biovale

- Guildhall

- Fund of Funds

- Public realm renewal

- Castle Piccadilly

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Brownfield and Infrastructure Project Management : moving to delivery

Key features of project management

• Objectives are well understood

• Clear line of governance to a defined Project Board which meets formally and regularly

• Appropriate and effective member oversight

• Establishment of milestones and monitoring of delivery

• Risk management, due diligence and resource monitoring

• Partnership structures (where required)

• Commercial, legal, HR confidentiality maintained

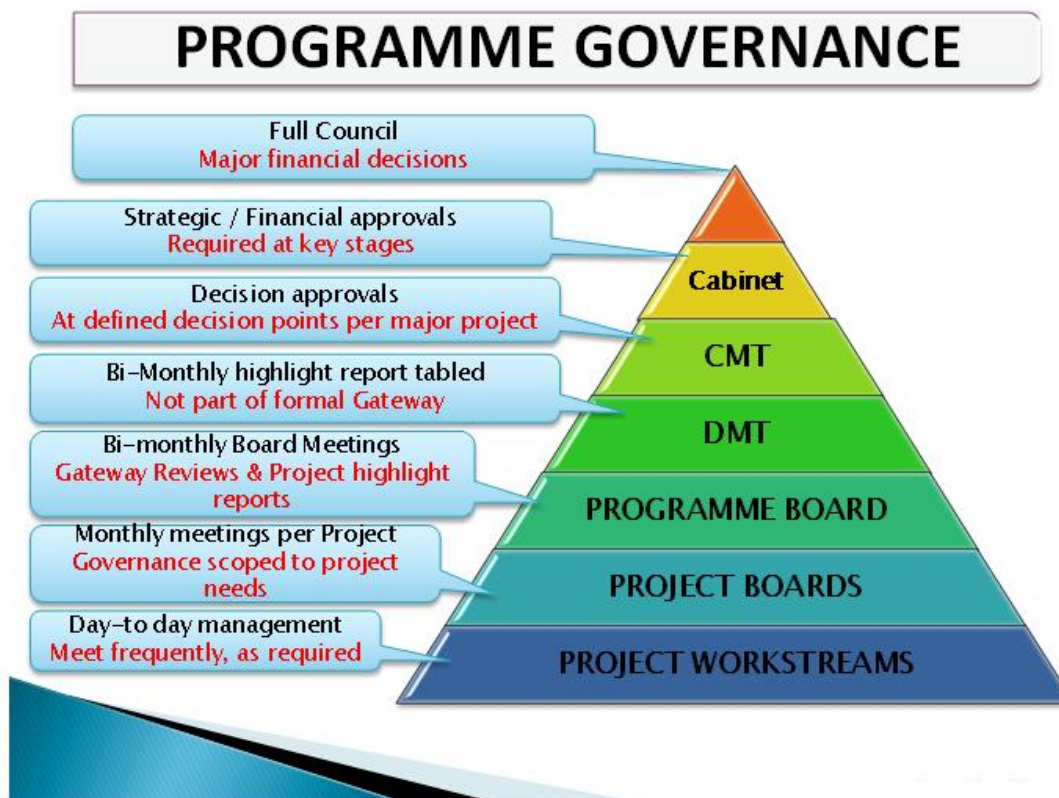• Adequate resourcing to achieve objectives and support robust governance.

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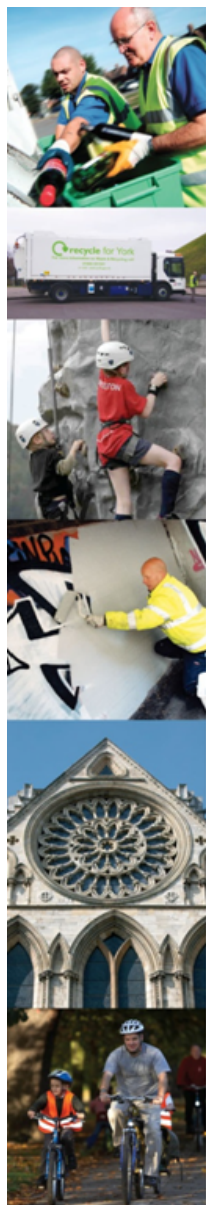**Brownfield and Infrastructure Project Management : moving to delivery**

Programme management

• Overall manageability of programme

• Single brownfield and infrastructure programme board reviewing resources, timing, delivery

• Clear relationship with roles of asset management and transformation programmes

• Relationships with funders and partners across the programme

• Member oversight

Brownfield and Infrastructure Project Management : moving to delivery

PROGRAMME GOVERNANCE

Full Council
Major financial decisions

Strategic / Financial approvals
Required at key stages

Decision approvals
At defined decision points per major project

Bi-Monthly highlight report tabled
Not part of formal Gateway

Bi-monthly Board Meetings
Gateway Reviews & Project highlight reports

Monthly meetings per Project
Governance scoped to project needs

Day-to day management
Meet frequently, as required

Cabinet

CMT

DMT

PROGRAMME BOARD

PROJECT BOARDS

PROJECT WORKSTREAMS

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Brownfield and Infrastructure Project Management : moving to delivery

What changes as a result of this approach?

- clarity about priorities

- focus on delivery of key projects and sites, including satisfying funders

- Lines of accountability from project manager through to senior management for delivery and resources

- introduction of gateways at key points (initiation, business case, procurement etc)

- relationship between programme and available project resources, leading to some HR proposals for change

- clarification and management of decision points including those for members.

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Brownfield and Infrastructure Project Management : moving to delivery

Gateway Stage	Project stage completed	Member approval
1. Business Justification	PID / Outline Business Case	Forward plan schedule
2. Investment Decision	Full Business Case	Cabinet / council approval
3. Procurement / Delivery Strategy	Procurement strategy or delivery plan	
4. Contract award	Contract completion / award	Cabinet / Council approval
5. Financial close	Project Completion	
6. Transfer / Project Review	Contract Management / Review	

Brownfield and Infrastructure Project Management : moving to delivery

Member oversight

- Programme level: ECDSOC and Cabinet

- Project level: needs to fit the project and includes Cabinet and Council decisions

- Some still be established as projects initiated

- Subject to review

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