

Proposed Work Schedule

City Of York Council – City and Environmental Services

Schedule – Post Interim Assistant Director Role

Working to the Director and Assistant Director of City and Environmental Services

This proposal is prepared for York City Council in order to illustrate how Crown Management Solutions Limited (CMS) will provide services that result in:

- The formal adoption and embedding of an innovative Programme Management system that tracks delivery of capital and revenue schemes and projects against an agreed and defined profile.
- Delivery of a full review of the Lendal Bridge scheme trial, highlighting the history of its development, key issues relating to its delivery and lessons learned that could be taken forward into new scheme development and a cultural change programme.

Programme Management

CMS have already developed an outline programme management system within CES, which encompasses all capital and revenue based activity. This system, which has a proven track record in other organizations, will provide York with an ability to generate;

- Improvements in service delivery.
- Improvements in forward planning and contingency planning for the delivery of capital and revenue schemes.
- Improvements in measuring accurate progress against key targets and milestones.
- An agreed understanding of prioritisation of schemes and activities, which result in improved performance and efficiency.
- The introduction of new competitive and business based approaches to the securing and use of resources.

Stage 1 – The development of Systems

This stage in the introduction of new programme management systems into CES is complete. CMS has worked with officers, providing technical expertise in order to agree the framework of a new transparent programme management system, which has been adapted and is therefore, bespoke for York. The system has been developed with key officers involved in programme management and is considered to be deliverable and fit for purpose. In development of the system so far CMS has liaised in detail with CES Heads of Service and management staff in order to clearly benchmark the current activity within each department, providing a clear categorisation of activity. Alongside the new programme management system this work will be used to help develop future efficiency gains and may be used as a means of measuring performance of teams and individuals against defined objectives as part of the PDR process.

Stage 2 – Embedding the System

Although complete in technical content the new system needs to be embedded into CES working practises and its normal reporting protocols. In order to achieve this further work needs to be undertaken to develop a proposed ‘prioritisation’ of capital and revenue expenditure alongside an agreed format of future reporting content, detail and format. This will involve a rolling programme of ‘scoring schemes’ in order to introduce new ‘Gateways’ into the programme and prevent individual ideas for projects being developed without an agreed mandate or understanding of projected benefit or value for money comparison.

Any proposed reporting/scoring format needs to be formally agreed by Cabinet in order that members and senior management adopt and own the future reporting processes.

To achieve Stage 2 of full implementation further work needs to be undertaken to update the existing system, which was left with the Programme Manager in the Transport Department and which has not made significant progress since February 2014. It is clear that some governance and ownership issues have emerged in this aspect, as progress in relation to the adoption of the system has been slower since detailed assistance was withdrawn earlier this year. In order to fully achieve the goal of embedding the systems senior management may need to consider existing job roles and responsibilities across CES to ensure the system has ‘one owner’ or senior responsible officer who is fully accountable for its operation to the Director and Assistant Directors respectively.

CMS will be able to undertake some ‘hand holding’ in order to reinstate the momentum of development of the system. This will involve assisting officers to further develop the requesting of monthly updates on progress across departments and assisting with the production of newly formatted draft reports. Once this phase is complete CMS will produce the relevant Cabinet report and if required will assist in its presentation to members to achieve a positive outcome.

Stage 3 - Benefits and Anticipated Outcomes

The new approach to programme management will allow York to track progress of individual projects and schemes and monitor their progress against previously stated milestones. This will allow for knowledge based assessments to be made, creating flexibility and an element of competition at a programme level in terms of departments having to report accurately and frequently on their performance. In turn this approach will improve management efficiency as senior management will understand planned schedules, anticipate potential issues and be able to take steps to mitigate risk before it causes delay across the programme.

Once adopted a whole programme approach to delivery will assist York to:

- Undertake a more efficient project selection and prioritisation process.
- Understand, define and plot delivery profiles and timescales before schemes are developed.
- Fully understand and define the anticipated project outputs and outcomes of individual schemes and projects.

- Predict and anticipate delays in delivery, which can subsequently be tackled on a predictive and pro-active basis, minimising the actual delay.
- Reduce the time take to produce reports for senior management and cabinet as standard reporting formats are adopted.
- Provide the basis for evaluating actual outcome/impact of individual schemes.

The approach has a solid track record that has dramatically improved delivery of funded programmes in a variety of settings. This will take the department into a new era of expertise and provide confidence to regional and national funders that York delivers on time, on budget and to a high standard.

It is anticipated that this approach will also improve relationships for York across a range of settings. It will clearly assist in the achievement of an integrated 'One Council, One Voice' approach to delivery that can articulate its demands/needs and aspirations clearly, both internally and within the regional/national context. Relations with private sector developers could improve as the department is better able to manage peaks and troughs in its own delivery schedules, noting its aspirations for development and probable outcomes from its Local plan work and/or emerging sites. Linked to this is the higher-profile and improved positioning within the regional and national context where delivery of existing schemes and programmes is a key factor in attracting additional funds for example from the DfT, DCLG, ERDF, RGF and is particularly important in relation to York's positioning within the WYTF and North Yorkshire.

A final result of the cultural change programme will be that the Directorate of City and Environmental Services is better placed to evaluate the real impact of schemes and investments as end outcomes can be measured against the original anticipated benefit. This will build a 'corporate knowledge bank' alongside new expertise in assessing value for money for future investments.

Proposed Activity		
Embedding Programme Management	Outcome	Timescales (Concurrent)
Propose an improved approach to programme management, resulting in improved service delivery for CES.	Complete	December 2013
Review of existing programme management systems including workload and resource planning	Complete	February 2014
Skills assessment of current staff through individual and group meetings / interviews	Complete	February 2014
Working with targeted officers to ensure the system is operational and to create a performance framework in which Heads of Service are held to account by the appointed Programme Manager	Performance Framework of the System with Governance Agreed	End June 2014 3 days
Production of new reporting protocols and the production of draft reports for consideration.	New standard reporting protocols and formats agreed	July 2014 2 days

Embedding the programme management system to formal adoption and operational competence including reporting outcomes	Programme Management system fully operational	July 2 days
Contingency of a further 2 days technical support if required		2 days

Lendal Bridge Review

In September 2013 CYC began a six-month trial closure of Lendal Bridge, which was designed to form part of a wider traffic management programme. The pilot closure programme was agreed against a clear set of objectives relating to both improved traffic flow and increases in modal shift and use of public transport. A range of technical traffic data, some of which was not to be available until after the pilot period had ended, monitored the closure in terms of traffic flow and impacts on congestion.

The pilot closure programme introduced new enforcement measures with the objective of changing driver behaviour over a short period of time. It was always envisaged that the decision on whether to close the Bridge permanently would be made after full and detailed analysis of all the available data.

Closure of the Bridge attracted a high level of negative media interest and it was felt that the scheme was proving to be very unpopular with both local residents and visitors to York. The scheme also resulted in a higher level of PCN's being issued than had originally been anticipated. This resulted in a high number of appeals from individuals one of whom appealed to the traffic Adjudicator. Having heard the appeal the Adjudicator published their findings in favour of the appellant in April 2014 and as a result a decision to re-open the Bridge was made.

This trial could have potentially damaged the profile and reputation of York and as part of the decision to re-open the Bridge the Leader of CYC has called for a review. CMS have been asked to undertake the review and an overview format and proposed methodology and content has already been agreed.

The key objective of the review is to learn from the process and to highlight how these lessons can be taken forward into future scheme development.

Proposed Activity		
Review of Lendal Bridge	Outcome	Timescales (Concurrent)
To undertake a series of interviews with key staff and members to capture individual perceptions of the scheme and highlight learning points	Capture key staff perceptions	Mid-June 2014 4 days

Appendix One

To undertake an assessment of key written material which substantiates or conflicts with staff perceptions	Provide written evidence in the review	Mid-June 2014 3 days
To produce first draft report of the review outcomes and key lessons learned	Provide a management assessment of the key lessons learning	End June 2014 2 days
To produce an agreed public facing report on the outcome of the review	Final public report	End July 2 days