

CMT

Report of the Corporate Project Assurance lead

April 2019

KEY FINDINGS AND RECOMMENDATIONS

Project framework context	
PC1	The project was identified as being in the Outline business case phase (so the Gateway review questions below are from the Outline Business Case Gateway).
PC2	<p>It was felt by the Gateway team that in the absence of a resolution on:</p> <ul style="list-style-type: none"> i) Outline Planning call in decision; ii) Section 106 Legal agreements; iii) Planning determination; iv) Partnership agreement; <p>The project was not ready to pass through this Gateway into the next phase.</p>
PC3	<p>There were also concerns around some of the deliverables in the next phase (Full Business Case) including:</p> <ul style="list-style-type: none"> i) The scope of the infrastructure the partnership want CYC to deliver; ii) Communications plan for engagement, particularly with elected members; iii) The reserved matters infrastructure application determination; <p>It was felt that even though these items formed part of the next phase, there was sufficient risk associated at this stage to warrant consideration and action.</p>

Achievements	
AC1	Agreement from landowners and stakeholders to proposals that unlock the site subject to funding
AC2	Full Business Case Approval of West Yorkshire Combined Authority Funding
AC3	Co Development stage of Housing Infrastructure Fund (HIF) Bid
AC4	Outline planning application submitted approved by planning committee and Central Government decided not to call in

Risks		
RK1	<p>It needs to be clear how the governance will operate now the Infrastructure project has been initiated. This includes how the project is structured, who is responsible for what elements of the project (design standards, architectural standards, decision making on design).</p> <p>There needs to be clear boundaries between the overarching project, the infrastructure project and the responsibilities of the council as the planning authority.</p>	<p>The new terms of reference to clarify the governance, including the separation between the overarching project and the infrastructure delivery element. This will also define the boundaries within the council's teams.</p> <p>The signing of the partnership agreement will also be key in the adoption of the governance model.</p> <p>The appointment of the Project Director will give more leadership of the overarching project.</p>
RK2	Expectations of the City that this is a statement on future of York is clear.	Make sure the YC project is keyed into the City branding work and that through engagement work there is a sense of what the expectation is for all the City's stakeholders.
RK3	In order to meet the Economic outcomes of the	Develop the Occupier Strategy.

	project, it needs to be clear what the strategy is for engaging with businesses and bringing them to YC. (control of outcomes)	
RK4	The financial narrative around the project needs to be clear to all partners.	Make sure this is clear in the partnership agreement and in project documentation
RK5	It should be agreed what happens if costs rise.	Must be tied into partnership agreement.
RK6	Executive must be aware of what CYC have agreed with partners.	Plan awareness sessions with Members.
RK7	CYC is unable to appropriately influence the partnership to achieve outcomes given that CYC is a minority land owner.	Must be tied into partnership agreement. Ensure that the project is performance managed against agreed outcomes.
RK8	CYC must be clear with partnership and set tight deadlines as project must keep moving forward.	CYC to provide list of tasks to be completed by Summer 2019.
RK9	New council administration who will need to be actively engaged to gain. Care must be taken to ensure new members input is well received.	Early engagement required with a detailed Communication plan. Hold information workshops to inform and install confidence. Risks must be understood by members and consequences of decision making.
RK10	Overall expectations of York City are enormous, project is seen as an expression of the future of York thereby the City needs to be involved.	Consider the Cultural Wellbeing Plan Key to deliver of the local plan.
RK11	Challenge to how CYC on how to manage partnership engagement.	Engagement framework on how partners engage together. Consider possibility of an

		Engagement Coordinator for the partnership.
RK12	Who will ensure the outcomes will be achieved. Have CYC confidence that the flow of evidence in and out of CYC will enable executive to make informed decisions.	Must be tied into partnership agreement, but CYC's role will be about influencing the land owners.

Issues		
IS1	The Partnership agreement has not been signed. A number of key items are dependent on the partnership agreement.	Partnership agreement is going through partner organisation approval before being signed.
IS2	There is uncertainty over HIF funding	Partnership agreement and HIF funding must be in place before project progresses to Full Business Case.
IS3	There is not a clear plan in place for the land owners to develop their land if the current funding is not achieved.	1. Issue for the YC partnership to resolve
IS4	There is not a clear understanding of all the Major milestones both within the project and related.	Schedule to be developed and understood ie major decisions, purdah, elections, JR period, planning, procurement, etc
IS5	Mitigating actions must be kept up to date. It is important that the management of risks and issues are clear and transparent..	RAID up to date and regularly reviewed.
IS6	Framework not clear who is making decisions. CYC must have the ability to provide input into decisions	Must be tied into partnership agreement. CYC membership on the YC Strategic Board.

	no matter whose the decision is ie, design of homes commercial space, public realm etc. There is a risk that decisions or outcomes previously negotiated could be lost.	
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Lessons		
LL1	Infrastructure to be locked down as separate project	Infrastructure to be separate project
LL2	Mitigating actions must be kept up to date. May need as evidence if there are issues with the project.	RAID up to date and regularly reviewed.
LL3	Consultant produces and manages the master plan. CYC tasks and milestones are dependant and related to the partners tasks which makes it difficult to create a separate CYC plan.	Ensure a CYC plan is managed and up to date and that dependencies and the critical path are clearly understood and communicated..