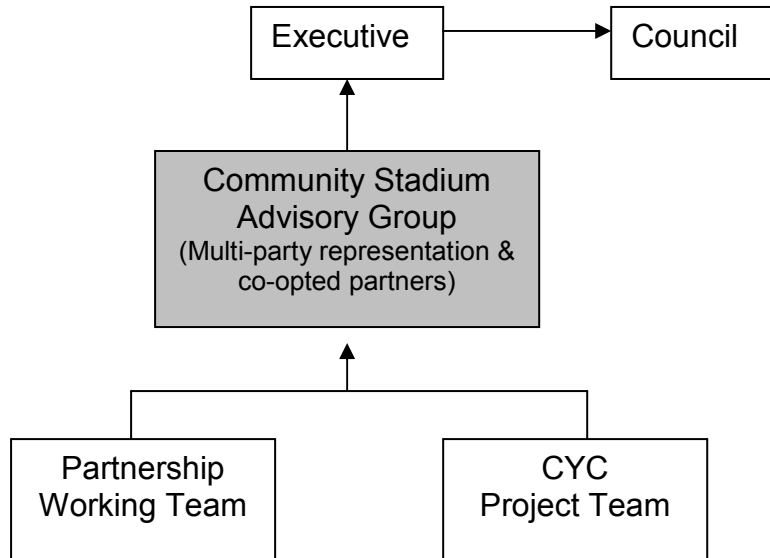


# Community Stadium Options for Project Management Governance

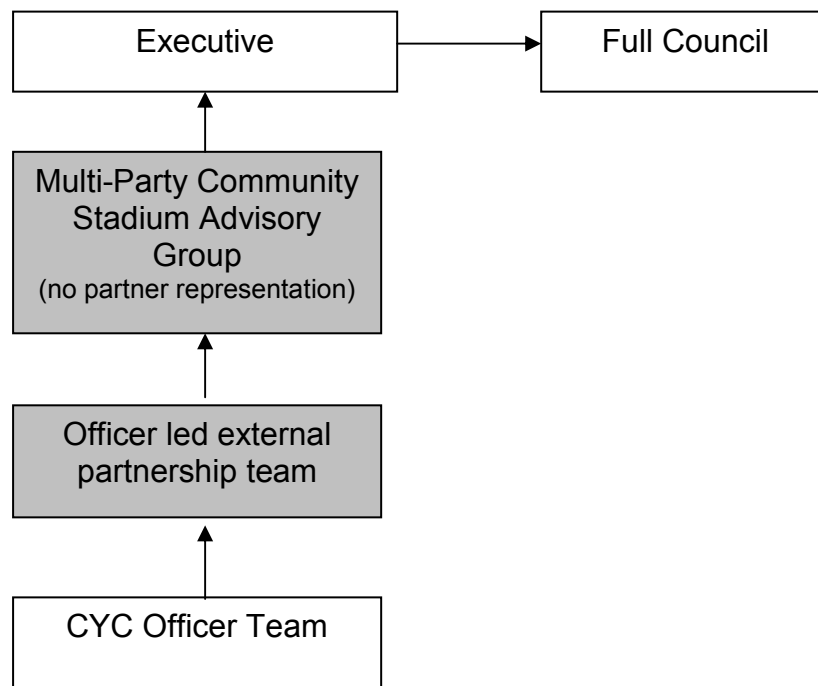
## Purpose

The purpose of this document is to outline the proposed governance arrangements for the Community Stadium Project. Two options have been proposed (in addition to the option to remain with the current arrangements):

### Option 1: Multi-Party Community Stadium Advisory Group with co-opted partners



### Option 2: Multi-Party Community Stadium Advisory Group (with only council representation)



## **Community Stadium Options for Project Management Governance**

The key difference between these structures is that the membership of the Multi-Party Community Stadium Advisory Group, under **Option 1**, would include the project partners. They would be co-opted on to the group along with other advisors as required.

Under **Option 2** the Community Stadium Advisory Group would have only council representation with the option for external / specialist advisors. The work with the partners would be undertaken as part of an officer led partnership team. This team would report to the Multi-Party Community Stadium Advisory Group.

These structures would replace the current Partnership Board. It enables Council Members and Partners to discuss relevant business and make recommendations to the Council's Executive in a structured, clear, transparent and auditable manner. It also promotes the understanding of the mechanics of the project, its complexities, limitations and potential community offering.

The Multi-Party Community Stadium Advisory Group will not be a public meeting and therefore the public will not have access to the meetings or reports. However meeting agendas and minutes will be published online and therefore the Community Stadium's business will be in the public domain, securing clear and transparent audit trails.

### **Purpose, roles, responsibilities and remit of the Partnership Body**

The purpose of the Group is to ensure:

- The Executive are appraised of the Community Stadium Project
- The vision for the Community Stadium is fully developed and engages all sections of the community in York.
- Guide the development of the business case
- Progress of the Community Stadium Project is reviewed
- The needs of the stakeholders are taken full account of
- Advise is given on future policies, programmes, deliverables, outcomes, project priorities.
- An assessment of future resource needs is undertaken.
- Cross-party involvement in discussions and recommendations.
- There is a clear audit trail behind recommendations made to the Executive
- The project receives politically proportionate input and advise.
- Positive promotion of internal and external communications, including public awareness of the community stadium project, is given.
- Members of the Body agree to provide this advisory role on the basis that their parties wish to positively influence the community stadium project.
- Scope for an independent advisor if appropriate.

## **Community Stadium Options for Project Management Governance**

### **Membership**

#### Councillors

Membership will be politically proportionate. It is recommended that in order to keep meetings effective and focused there should be no more than 5 Councillor members in total though this will be decided by Group Leaders (more details are included in 'Next Steps').

Members who serve on the Partnership Body undertake to act as champions for the interests of the Community Stadium Project in other Council forums where they may have a role, for example Full Council, the Council's Executive and relevant Scrutiny Committees.

The Body does not have the power to make decisions. However Councillors have the ability to forward reports and raise issues and successes to the Executive.

#### Officers

Officers advise, report findings, progress and recommendations to the Partnership Body. The officers who will continuously attend the Body are the Core Project Team:

- Assistant Director Lifelong Learning, Resource Management, Communities and Neighborhoods
- Project Manager
- Assistant Project Manager

Due to the varied nature of the project there are a number of officers who may attend on an ad-hoc basis in regards to their expertise and the relevance of items on the agenda. These include, but are not limited to:

- Assistant Director of Transport and City Development
- Assistant Director of Planning
- Head of City Development
- Deputy Monitoring Officer Senior Solicitor
- Monitoring Officer
- Divisional Head of Traffic Management
- Head of Development Control
- Head of Procurement
- Strategic Finance Accountant
- Head of Asset and Property Management
- Corporate Procurement Manager

#### Partners (dependent on which option chosen)

Any external partner of the project can attend meetings and offer advice, opinions and concerns. Partners also act as champions for the interests of the Community Stadium Project and in other public forums whilst respecting the confidential nature of the project. The list of external partners currently includes (but is not limited to):

## **Community Stadium Options for Project Management Governance**

- Chairman of York City Football Club
- Chairman of York City Knights Rugby Football Club
- Chairman of City of York Athletics Club

### Independent Advisor

It is recommended that the Advisory Group has an independent advisor who has relevant stadium and/or development experience to compliment the knowledge and expertise of the other members of the Group.

This is a 'critical friend' role which is to provide independent challenge, advice and recommendations to the Group in order to move the project forward positively.

### Chairperson

A Senior Officer (Corporate Director) will undertake the role of Chairperson.

### Option B – Officer Led Partnership Group

Under option B, the Multi-Party Community Stadium Advisory Group would have only council representation (Councillors), but otherwise work as above. However, a simplified officer led partnership group would be established to deal with the business of the project and partners. This would be a formal constituted group with terms of reference and minuted meetings. However, it would have no council member (councillor) representation.

This group would report to the Multi-Party Community Stadium Advisory Group, which would be the voice of the council, in turn report its findings to Executive as appropriate.

### **Meetings and Reporting**

At the first meeting a chairperson (CYC Director) will be officially appointed.

Meetings of the Body will take place (approximately) quarterly. Additional ad-hoc meetings can be held if necessary.

Officers will be responsible for preparing documentation for the meeting and ensuring that it is dispatched in a timely manner; a week before the meeting will take place. A report will be taken to the Body quarterly. This will outline the current progress of the project including successes, issues and project forecasts.

### **Next Steps**

- Agree on which model is preferred.
- Agree the Director who is to chair the group(s).
- To ask for independent advisor/critical friend nominations throughout the sector and locate potential resource to fund them.
- The total number of Councillor board members and party proportionality will need to be decided and agreed by Group Leaders prior to the Executive report (due to Executive 19<sup>th</sup> October 2010). It is recommended

## **Community Stadium Options for Project Management Governance**

that in order to keep meetings focused and effective there should be no more than 5 Members in total.

- Nominations for Partnership Body membership from each party will need to be received by the relevant party secretary by 15<sup>th</sup> October. The Leader of each party will need to select the name/s of those who will sit on the Body on the basis of their expertise and ability to make a contribution to the Body by 18<sup>th</sup> October 2010.
- Executive Members will be asked to approve the proposal, approve the Member configuration, approve the nominations put forward by Group Leaders and approve a chairperson on 19<sup>th</sup> October 2010.
- To arrange the first Group meeting.