

ACTION PLAN ARISING FROM THE MANAGEMENT REVIEW OF THE TRIAL CLOSURE OF LENDAL BRIDGE with January update

| Ref | Recommendation | Response/Actions | Timing and lead officer | Progress as at January 2015 |
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| 1 | <i>Governance</i> | | | |
| 1.1 | More effective communication between senior officers and elected members before manifesto commitments are made | It is not appropriate for officers to comment on manifestos. | | |
| | | 1.1.1 briefings for lead members on budget constraints in 14/15 and 15/16 | Ongoing. Director CES with Director CBSS | Ongoing |
| 1.2 | Introduction of protocols which provide a clear point of contact for members and set clear boundaries between political leadership and operational responsibility | 1.2.1 Ensure each project has a named officer for member contact | Ongoing as projects confirmed through initiation. Within Transport responsibility sits with AD Transport, Highways and Waste. For B&I projects sits with Director CES or other senior project sponsor. | Done. Reminders to members on best route for contact where appropriate |

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| | | 1.2.2 Ensure member oversight and liaison addressed at project initiation | Ongoing. All project sponsors have responsibility and now a specific element in Project Initiation Documents | Done in the new PID arrangements |
| | | 1.2.3 Review political oversight at any change of control | Ongoing for major projects. Most Transport capital projects remain the responsibility of the Portfolio Holder. | Underway in light of changed political make-up |
| | | 1.2.4 Provide good information for members on projects in their wards. | Ongoing. Responsibility of officers named at 1.2.1 above | Improving, particularly with regard to minor highway works |
| 1.3 | Ensure clarity about project stages, particularly between 'in principle' project agreement and formal operational approval | 1.3.1 Contained within project management protocols | Ongoing and being refined as experience develops. Main responsibility sits with AD (for transport projects) and the Head of the Stadium Project Team (for B&I projects). | Formal gateway process now agreed (CMT November 2014) and being developed for B&I projects |
| | | 1.3.2 Dovetail as far as possible internal processes with those of external funders | Ongoing; responsibility sits with project managers or project sponsors. | Ongoing as LEP and Combined Authority decision processes emerge |

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| 1.4 | Introduce formal audit trails including formal chairing and minuting of project boards | 1.4.1 Contained within project management protocols | Ongoing. Responsibility of project managers and Chairs of Boards. Will be monitored by the B&I Programme Board | |
| 2 | <i>Programme Management</i> | | | |
| 2.1 | Establish a programme to enable prioritisation | 2.1.1 Introduce for Transport projects | By end September 2014: AD, TH&W | Done |
| | | 2.1.2 Introduce for major brownfield and regeneration projects | By end November 2014: Director CES | Completed, prioritisation based on deliverability and resources. |
| 2.2 | Introduce a robust project management system to underpin the programme | 2.2.1 In Transport: implemented documented project management system including relevant initiation requirements and gateways | By end September 2014: AD, TH&W | Introduced in summer 2014 and will be fully operational for the 2015/16 programme |
| | | 2.2.2 Introduce similar procedures for complex regeneration projects where partnership is required | By end January 2015: Director CES | In development (see update on prioritised projects within Audit & Governance report) |

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| 2.3 | Introduce a Programme Delivery Board with senior leadership | 2.3.1 Introduce a Transport Programme Board | By end July 2014: AD, TH&W | Done, meeting regularly since July, chaired by Assistance Director |
| | | 2.3.2 Introduce a Regeneration Board for complex projects | By end January 2015: Director CES | Entitled Brownfield and Infrastructure Board, chaired by Director, agreed by CMT in November and about to be established. |
| 2.4 | Ensure member oversight of the programme | 2.4.1 Regular discussions with relevant Cabinet member | Immediate and ongoing | In place, with ongoing debate about best way to make this transparent and proactive. |
| | | 2.4.2 Regular reports on transport programme to ECDOSC | Continue | Done, most recently October 2014 |
| | | 2.4.3 Reviews of members oversight of major projects | By end November 2014: Director CES | Included in project protocol and under current review, eg creation of new member group for York Central |
| | | 2.4.4 Regular reports on major sites to ECDOSC | Continue | Done, most recently to October meeting |
| 3 | <i>Project management</i> | | | |
| 3.1 | Ensure robust project management protocols | 3.1.1 Introduce robust systems as at 2.2 above | See 2.2 | See 2.2 above |

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| | | 3.1.2 Develop resourcing to enable project management | Provisional by end November 2014 for consideration in 15/16 budget in light of funding allocations | Ongoing for all projects, particularly where early costs (eg building partnerships) are not capitalisable. Noted as important issue in 15/16 budget. |
| | | 3.1.3 Ensure risk analysis allows recognition of points of weakness | Within project protocols and initiation. | Ongoing through project management and clear risk registers, particularly for complex projects as they become established, as used in the Stadium project. Expertise from that project being transferred to others. |
| 3.2 | Ensure appropriate consultation | The view that there does not appear to have been consultation on the Lendal Bridge trial is not accepted. | | |
| | | 3.2.1 Review consultation on major schemes, particularly highways | Ongoing. Monitored by Portfolio Holder and Transport Programme Board | Ongoing and emphasised by Cabinet member. Improved consultation in place exemplified by ward member consultation on A19 Pinch Point scheme |

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| | | | | and better liaison for ward members on minor highways works. |
| 3.3 | Promote proactive monitoring enabling data analysis to guide enforcement | 3.2.1 Review introduction of new enforcement to ensure monitoring informs decision making | Ongoing. Approach to be trialled for Minster Badge, with report to be publically available by end October 2014. | Done and report available from 29 October 2014. |
| | | 3.2.2 Use publication schemes to assist reporting and public information | Ongoing as part of Project Initiation requirements. | Protocols for projects now require early creation of a publication scheme. |