

18010 CYC - Administration & Accommodation Review - Project

Efficiencies and facilitations of cultural change through rationalisation to one-sire operations. The project relies and has interdependencies with other programmes of work such as FMS replacement and Easy@york.

Failure to achieve planning approval **Critical** 23

Cause *Developer solution fails to take into consideration the local planning conditions for the site they have selected. (massing, height, access, materials etc.)*

Consequence *Delays and consequent costs incurred (lease extensions, re-negotiations) on the project if permission is refused. Developer terminates agreement. Recommencement or abolition of the procurement process.*

Sufficient strength of feeling from third party objections.

Controls

Staged design development, meetings and approvals
Development of a realistic design brief
Planning policy

Actions

Presentation to Planning committee
Awareness and adherence to planning policy
Regular pre planning consultation and meetings with developers
Public consultation exhibition

Challenge to the procurement process **Critical** 22

Cause *Actual or perceived breach of the procurement rules*

Consequence *Significant delay
Increase in costs, requirement for specialist advice, compensation payments.
Potential abort of the process.
Damage to council reputation.*

Controls

EU Procurement rules and CYC process
Legal advice from procurment specialists.
Supplier contract management system

Actions

Robust tender documents
Monthly documented reviews of procurement process.

Developers unable to meet the requirements of the development brief. **Critical** 21

Cause *Developers are unable to comply with the brief due to council aspirations, as outlined in the design brief, exceeding the budget.*

Consequence *Reduction in scope.- size and/or quality.
Less effective building due to increase in staff density resulting in negative feedback and staff dis-satisfaction.
Abort procurement process.
Reputational damage to CYC.*

Controls

Realistic development brief
Professional advice to ensure specification is acheivable.

Actions

Arrange bidder days for fortnightly dialogue meetings

Failure of the organisation to implement the corporate transformational change agenda reflected in the new HQ design brief

High

20

Cause *If the organisation does not effectively coordinate and implement the transformational change agenda.*

Consequence *The Council will fail to achieve the operational efficiencies and improvements in customer service provision, anticipated in the business case. The project will deliver a new head quarters building that is inefficient.*

Controls

Monitor progress of efficiency targets as identified in the business case
Transformational change programme
Office of the future project
Kendick Ash outcomes and corporate transformation programme.

Actions

Investigation of business and customer needs
FM scoping exercise
Implementation of the Office of the Future project.

Onerous conditions on planning permission

High

19

Cause *Developers design does not fully reflect the local planning guidelines.*

Consequence *Significant delay to programme resulting in increased costs due to re-negotiation and lease extensions.
Developer terminates agreement
Recommencement of procurement process
Abort procurement process*

Controls

Consultation and feedback from Planning
Constant engagement with statutory bodies and planning.

Actions

Regular pre-planning consultation by developers.

Leaks to the media

High

19

Cause *Lack of awareness of procurement rules amongst those involved or those informed of the outcome of the procurement process due to misinformation or for political gain or nuisance.*

Consequence *Reputation damage to CYC and the project. Breach of procurement rules and confidence or commercial confidentiality potentially jeopardising the procurement process, and requiring compensation to developers.*

Controls

Limit access to information and ensure confidentiality status of documents

Actions

Brief of members and senior officers on procurement rules

Too many bidders withdraw from the procurement process

High

19

Cause Bidders regard the development brief, heads of terms, or invitation to participate in dialogue unacceptable or unachievable.

Consequence Significant delay to programme, increases in construction or development costs caused by those delays, cost and delays in seeking external legal advice, abort and recommence procurement process or negotiate with single bidder, go back to Hungate, compromise the project scope.

Controls

Professional advice to ensure specification is achievable
Control negotiation during tender dialogue phase.
Dialogue with developers to understand their concerns

Actions

Refine Specification during dialogue

Reputation of council in the selection of a solution that meets the business needs of the council

High

19

Cause Overwhelming public support for one or other scheme that does not meet the best value requirements laid out in the brief.

Consequence Lack of public support and ownership of the new civic headquarters building.

Controls

Robust and transparent evaluation process.

Actions

Regular ongoing release of qualified information to the staff, public and media.

Value of property capital receipts obtained are less than the values used in the projects budget.

High

16

Cause Market conditions or planning restrictions prevent the realisation of the target receipts.

Consequence Increased prudential borrowing required to cover the deficit.

Controls

Agree a sale with delayed possession
Identify the market value of property.
Ongoing review of the market to determine timing of sales

Actions

Maximise capital receipt by developing appropriate planning schemes.
Testing of the market (Yearsley Bridge)