

Project Planning - what is important for CIL

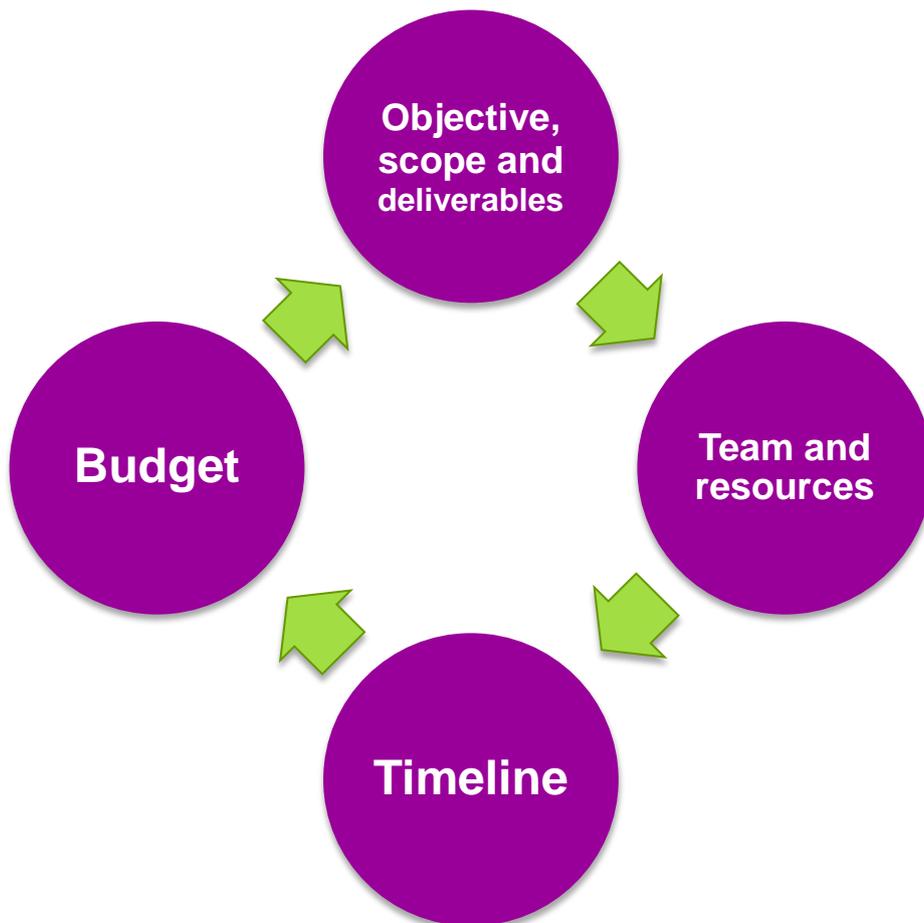
What we have learnt so far about setting a CIL

The three key lessons identified from our work with councils across the country related to delivering a successful CIL project are that:

- 1) As a minimum you need an identified project manager and project sponsor – without these fundamental components of project governance councils have found that CIL projects rarely remain on programme.
- 2) Selling the benefits of CIL – without doing this CIL becomes exclusively a bad news story and your CIL project will be the subject of delays whilst these are debated.
- 3) Keeping a focus on the CIL examination – A CIL examination typically lasts between 0 and 2 days and therefore a relatively short hurdle.

Setting the objectives, scope and deliverables

By setting and agreeing objectives for your CIL project with senior officers and members early on; when it comes to the more challenging moments such as rate setting you can use the objectives to frame the proposition.



Selling CIL

There are four cohorts that you are selling your CIL project to; members and senior officers, fellow peers, development market and the community. You can use slightly different messages for each cohort to secure the most positive response. Review [this table](#) to see examples of messages that Councils have found the most helpful.

CIL project team and resources and programme

The only fundamentals are a project sponsor and project manager. Councils have taken various approaches to supplementing these resources. The vast majority appoint viability advisors and a large number appoint consultants to help them prepare the infrastructure evidence or to undertake a review of the infrastructure evidence for CIL compliance. A model CIL project governance structure can be viewed [here](#).

A model programme for a CIL project can be viewed [here](#). The greatest time variance typically occurs in the period leading up to the publication of the Preliminary Draft Charging Schedule whilst the technical evidence is prepared and the internal discussions are held during the CIL rate setting process.

Consultation and representation strategy

Two elements:

- consultation on Preliminary Draft Charging Schedule
- representation on the Draft Charging Schedule.

When approaching consultation on a CIL project we recommend making the PDCS consultation as meaningful as possible, to draw out any issues in order that they may be addressed prior to the publication of the Draft Charging Schedule.

Our recommendations are:

- to make the consultation as meaningful and comprehensive as possible whilst containing it within the specified time period and to interested parties; by conducting it in this manner you will draw out and address the significant issues in advance of the representations
- You want the representation to be quick, efficient and contained leading up to the examination.

Project Risks

Risks	Likelihood of becoming issue
Failure at examination due to insufficient evidence base	Unlikely
Failure at examination due to unreasonable interpretation of viability evidence	Unlikely
Failure at examination due to incorrect interpretation or application of the regulations	Unlikely
Discouraging development through poor engagement or inappropriate rate setting	Likely
Disruption to project timeline due to poor/ inappropriate engagement with members/ senior managers	Highly likely
Not having the procedures, processes and systems in place for implementation and collection	Highly likely

These are the risks that the Councils we have worked with commonly identify for their CIL projects. The first three risks relate to the correct application of the CIL regulations and are considered unlikely. The remaining risks are all related to how the CIL project is managed and there have been many examples of these manifesting and causing difficulties for the councils involved.

Five key points on successful CIL project delivery

1. CIL is a good news story; sell the project to make life easier.
2. Proper planning prevents poor performance.
3. Resource it properly with the correct expertise.
4. Know the regulations and guidance; there are no shortcuts.
5. Keep it simple and contained.