



Scrutiny Major Projects Working Group Report

Report by the Joint Overview and Scrutiny Committee Chairmen

1.0 Summary

- 1.1 This report sets out the findings and recommendations from the Major Projects Working Group set up by the Joint Overview and Scrutiny Committee (JOSC).

2.0 Background

- 2.1 At the JOSC meeting on 14 July 2016 it was agreed to set up a Working Group to review how the Councils work on major projects in partnership with West Sussex County Council and to assess if improvements are required. The decision to set up the Working Group was one of the outcomes from the JOSC meeting which discussed the lack of progress in implementing the Ferry Road enhancement scheme in Shoreham-by-Sea. Full details of the Working Group including recommendations, membership and terms of reference are set out in the report from the Working Group attached as Appendix 1 to this report. The Working Group was chaired by Councillor Kevin Boram.

3.0 Proposals

- 3.1 The findings and recommendations from the Major Projects Working Group were considered and approved by JOSC at its meeting on 16 March 2017 subject to including reference to Ward Members in recommendation 9.
- 3.2 The Joint Strategic Committee is asked to consider the report and recommendations from the Major Projects Working Group, set out in Appendix 1 to this report, which have been identified to help the Councils work effectively together and to help ensure that projects are delivered on time, cost effectively and with stakeholder support. West Sussex County Council will also be considering the report in due course through appropriate Executive and County Local Committee streams.

4.0 Legal

- 4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

5.0 Financial implications

- 5.1 There are no known financial implications arising from this report but the recommendations from the Working Group propose a commitment of resources for major projects delivery including appropriate funding for Projects support.

6.0 Recommendation

- 6.1 That the Committee consider the report and recommendations from JOSC and the Major Projects Working Group report.**

Local Government Act 1972

Background Papers:

Minutes and reports of the Joint Overview and Scrutiny Committee on 16 March 2017.

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Platforms for our Places - Platform 1: Our Financial Economies (Commitment for Investment in and delivery of Major Projects and key infrastructure).

2.0 Specific Action Plans

- 2.1 Platform 1 from Platforms for our Places: Our Financial Economies (Commitment for Investment in and delivery of Major Projects and key infrastructure) - Activity and projects - Aim to deliver a programme of major projects with private and public sector partners.

3.0 Sustainability Issues

- 3.1 Matter considered. No direct sustainability issues identified as part of this report.

4.0 Equality Issues

- 4.1 Matter considered. No direct equality issues identified as part of this report.

5.0 Community Safety Issues (Section 17)

- 5.1 Matter considered. No direct community safety issues identified as part of this report.

6.0 Human Rights Issues

- 6.1 Matter considered. No direct Human Rights issues identified as part of this report.

7.0 Reputation

- 7.1 Matter considered. No direct reputational issues identified but there is considerable potential for reputational damage given the high priority attached to the delivery of major projects. Improved Project working will enhance the reputation of the Councils.

8.0 Consultations

- 8.1 Matter considered and no direct issues identified.

9.0 Risk Assessment

- 9.1 That major projects remain undelivered and some strategically important sites remain vacant.

10.0 Health & Safety Issues

10.1 Matter considered and no issues identified.

11.0 Procurement Strategy

11.1 Matter considered and no issues identified.

12.0 Partnership Working

12.1 Matter considered. The proposals in the report relate to partnership working between Adur District Council, Worthing Borough Council and West Sussex County Council.

Report of the Joint Overview and Scrutiny Committee

Joint Projects Working Group

INTRODUCTION

The Joint Overview and Scrutiny Committee reviewed the delivery of the Ferry Road enhancement scheme in July 2016 and agreed to form a Working Group, the Joint Project Working Group (JPWG), with the following terms of reference.

- To review the policies and procedures in place relating to major projects and how Adur and Worthing Councils and West Sussex County Council work together to ensure that major projects in Adur and Worthing are delivered quickly and effectively; and
- To report the findings and any recommendations back to all Councils via the respective Scrutiny and Executive mechanisms or other appropriate routes.

The JPWG consisted of the following members and officers.

Adur District Council

Councillors Kevin Boram (Chairman) and Joss Loader

Worthing Borough Council

Councillors Nigel Morgan and Bob Smytherman

Adur and Worthing Councils

James Appleton- Head of Planning and Development

Mark Lowe – Policy Officer

West Sussex County Council

Councillors Paul High and Janet Mockridge

Chris Meeus – Growth Lead (Adur and Worthing)

The JPWG met on 15 November 2016 and 16 January 2017.

Councillor Kevin Boram would like to thank all members of the JPWG for their contribution and open discussion of existing project policies, procedures and issues encountered to date.

BACKGROUND

All members of the JPWG recognise that the successful delivery of major projects is likely to be an increasingly important theme in the future for the delivery of new and improved functions in all aspects of the Councils' activities. Projects need to be delivered successfully, on time and in budget in order to ensure the councils continue to provide value for money and effective service to the region. Projects are required because of:

1. increasing pressure on costs and the requirement for increased efficiency which can only be delivered through a step change in the way services are provided;
2. the impact of new technologies; and
3. the requirement to provide new and innovative services to ensure that the region continues to be an attractive place to live and work.

It is recognised that the Councils' members and officers work closely in many areas of activity and include for example, the development of Local Plans. A new area of work has involved the preparation of a Growth Deal which supports the delivery of sustainable growth through unlocking opportunities to deliver new homes, commercial properties, supporting communities (including new and larger schools), regenerating places and creating jobs. The Growth Deal will guide coordination and alignment of the Councils' strategic aims and will assist in the effective prioritisation and resourcing of projects.

Steps have been taken by all Councils to recognise the increasingly important role of the delivery of projects through the appointment of senior officers with project management experience. JPWG recognised that when Councils do work effectively together, new projects such as the Bohunt Academy, are delivered cost effectively, on time and with appropriate stakeholder support. However, JPWG recognised that Councils did not have widespread project management skills in all relevant areas. This was evidenced by the officers with project management experience having to clearly prioritise their deliverables, often in relation to competing demands.

RECOMMENDATIONS

The JPWG identified the following recommendations to be considered by all Councils:

1. JPWG recognised the importance of the Councils aligning Place Plans and the resulting Growth Deal in order to coordinate each Councils' deliverables. Once the Growth Deal has been approved and LEP funding confirmed, members and officers should agree the Major Projects required to deliver the Growth Deal. This should include commitment of resources and the timing of delivery prior to the commencement of the project.
2. Councils should nominate an officer and where relevant an appropriate Executive Member and/or Ward Member(s) as points of contact for all projects. This information should be available to all stakeholders and where applicable included on each Council's web site. The Council with the largest stake in the project should appoint the lead project manager who will be responsible for the overall delivery of the project, principal point of contact and coordinating the other Councils.
3. All projects should implement a stakeholder engagement and communication plan at the earliest opportunity. This will enable the effective communication and understanding of projects to all relevant parties and assist in timely decision making, both in the Councils' statutory and other functions. This is particularly important for projects where a third party, public or private, have a critical role.
4. All Councils should ensure consistency between project management working practices to enable clear and effective communication and reduce interface risk between organisations (for example PRINCE2 methodology is widely adopted by both public and private organisations). The types of project management techniques used should be fit for purpose and proportionate to the scale and complexity of the project to be delivered.
5. Project Planners with appropriate experience and qualification are of fundamental importance. This could include staff with relevant qualifications. Councils are recommended to ensure secured financing for these roles to ensure continuity of project support. In addition officers responsible for

supporting projects, such as IT, Finance and Legal, should also have appropriate project management skills.

6. County Local Committees can play a key role in helping the delivery of joint projects with District and Borough Councils. Members and officers of County and Districts should discuss the progress of joint projects in those Committees to monitor progress, identify and resolve interface issues and ensure risks are minimised.
7. In order to support the County Local Committees, relevant County Council Members and Officers should be invited to Adur and Worthing's Major Project Boards to monitor project progress and agree project strategy.
8. All projects should have prepared the following documentation to support the approval process – considerations should include for example:
 - a. An investment model demonstrating the financial impact of the project with appropriate scenarios and support to strategic objectives;
 - b. An Assumptions Register and Critical Success Factors;
 - c. A Risk Register; and
 - d. A "Ready for Success" document confirming that all Councils and key third party organisations are committed and ready to deliver on time and in budget.
9. Once a project has been delivered a Lessons Learned report (good and bad) should be completed and distributed to the Leaders, Ward Members, Chief Executives and Project Management community and the report considered by the Major Projects Board and County Local Committees.

CONCLUSION

JPWG recognise that the future success of the Councils will become more reliant on the delivery of major complex projects involving the participation of a number of strategic partners (both public and private organisations). In order to ensure success each Council needs to develop its project management, stakeholder, community engagement and delivery skills not only within its project management community but also within supporting functions. Project Management resources will require secured finance to ensure these critical skills continue to be available and major projects delivered on time and in budget.