Major Projects Member Board

Matthew Henry MRICS
Assistant Director Property & Projects



Implementation Issues

- Cabinet Decision June 2019
- Management Team Review January 2020
- Covid-19 March 2020
- Covid-19 Relaxation July 2021
- Staff: redeployment, retention and recruitment



New Structure for Projects

- King's Lynn Innovation Centre
- Lessons learned (Cross Party Working Group)
- Due diligence
- Improved Project & Programme Management
- Senior Management Team changes and re-structure
- Other Project Boards
 - Alive West Norfolk
 - South East King's Lynn Strategic Growth Area (West Winch)
- Local Authority owned companies
- Democratic process
- Evolving process (projects at various stages)
- Terms of Reference



Background

- Revenue Support Grant → Funding "Pots"
- Cost Reduction Programme
- Capital Investments & council-owned assets Revenue Returns
- Asset Disposals reduce Council's borrowing requirements
- Direct development delivery



Outputs

- New Housing
- Commercial Investment Property
- Council Tax Base
- New Homes Bonus
- Increased Business Rates
- Local economic activity
- Business growth
- Job opportunities



Major Projects

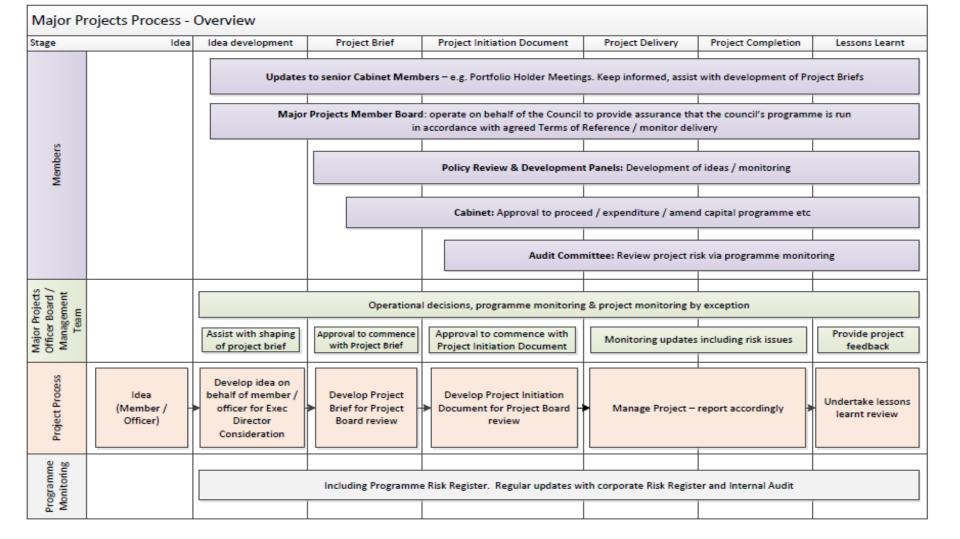
- Not primarily operational
- New or enhanced facilities (overhead reduction) new or additional revenue income streams
- Partnership working and/or external funding
- Delivery excess of 12 months
- Key Decision budget £ 250,000 +



New Approach

- Review of Senior Management Team Assistant Directors
- Dedicated Project Delivery Team(s)
- Staff training & Development [BSc Construction Management & Management Training (PRINCE2)]
- Additional staff
- Software Microsoft Project
- Documentation (& document administration)
 - Site Survey Report
 - Project Briefs
 - Project Initiation Document
 - Decision & Change Control Management Document
 - Risk Register
 - Gantt Charts
- Officer Major Projects Board
- Member Major Projects Board
- Programme Management
- Financial Profiling
- External Funding





Officer Board

- Programme delivery of outcomes
- Management & Monitoring Role
- Share expertise and/or good practice
- Due Diligence
- Appropriate Recommendations
- Project Briefs
- Project Initiation Documents
- Risk Management
- Financial Management
- Contract Documentation



Member Project Board

 Officer Major Project Board – Terms of Reference

Governance Major Projects Programme

Monitor delivery – Major Projects Programme



Member Project Board

- Recommendations made by Officer Board appropriate?
- Management Team agreement to Recommendations
- Exception Reports appropriate action(s) taken
- Post Project Evaluation & Lessons Learned
- Programme Risks
- Reports/Recommendations Panels and/or Cabinet



Not

A decision making body

Does not decide which projects should be delivered

Does not have a scrutiny function

Set policy



Successful Project Management

- The project has continued business justification
- Project Teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project
- Project is planned, monitored and controlled on a stage-by-stage basis
- Project has defined tolerances for each project objective to establish limits of delegated authority
- Project focuses on the definition and delivery of products, in particular their quality requirements
- Project Management is tailored to suit the projects environment, size, complexity, importance, capability and risk.



Project Brief

- Executive Summary
- Project Definition
- Background
- Project Objectives
- Desired Outcomes
- Project Scope & Exclusions
- Constraints, Assumptions & Risks
- Project Tolerances & Change Control
- Users & any other known interested parties
- Interfaces
- Outline Business Case
- Local Planning Authority/Strategic Housing Comments
- Project Product Description
- Project Approach
- Project Management Team Structure
- Role Descriptions
- References (appendices)
- Appendices: eg Development Appraisal/Preliminary Site Layout or Design etc



Project Initiation Document

- Executive Summary
- Project Definition
- Background
- Project Objectives & Outcomes
- Project Scope & Exclusions
- Constraints, Assumptions & Risk Management Strategy
- Interfaces
- Project Controls & Monitoring
- Communication Management Strategy/ Stakeholder Management Plan
- Business Case
- Project Plan & Project Approach
- Key Changes from Project Brief
- Recommendations



Funding Pots = Project Programmes

- Heritage Action Zone
- High Street Heritage Action Zone
- Towns Fund
- Accelerated Construction Programme
- Enterprise Zone Accelerator Fund
- Coastal Communities Fund
- Business Rates Pool
- Coastal Revival Fund
- One Public Estate
- Heritage Lottery Fund
- Town Deal
- Levelling Up Fund



Delivery Issues

- Staff resource
 - Capacity
 - Retention and recruitment
- Consultants
 - Competition
- Timescales
 - Relatively tight
- Monitoring & Reporting
 - Involved & time-consuming

