

Major Projects Member Board

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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



Major Projects Process - Overview

Stage	Idea	Idea development	Project Brief	Project Initiation Document	Project Delivery	Project Completion	Lessons Learnt	
Members		<p>Updates to senior Cabinet Members – e.g. Portfolio Holder Meetings. Keep informed, assist with development of Project Briefs</p> <p>Major Projects Member Board: operate on behalf of the Council to provide assurance that the council's programme is run in accordance with agreed Terms of Reference / monitor delivery</p> <p>Policy Review & Development Panels: Development of ideas / monitoring</p> <p>Cabinet: Approval to proceed / expenditure / amend capital programme etc</p> <p>Audit Committee: Review project risk via programme monitoring</p>						
	Major Projects Officer Board / Management Team	Operational decisions, programme monitoring & project monitoring by exception						
		Assist with shaping of project brief	Approval to commence with Project Brief	Approval to commence with Project Initiation Document	Monitoring updates including risk issues	Provide project feedback		
Project Process	Idea (Member / Officer)	Develop idea on behalf of member / officer for Exec Director Consideration	Develop Project Brief for Project Board review	Develop Project Initiation Document for Project Board review	Manage Project – report accordingly	Undertake lessons learnt review		
Programme Monitoring		Including Programme Risk Register. Regular updates with corporate Risk Register and Internal Audit						

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

