

ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

Agenda Item 15

Brighton & Hove City Council

Subject:	Appointment of Project Boards		
Date of Meeting:	10 June 2008		
Report of:	Acting Director of Cultural Services		
Contact Officer:	Name:	David Fleming	Tel: 29-2700
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Key Decision:	Yes	Forward Plan No. EEM0002	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 Under the Terms of Reference for the Cabinet Member for Enterprise, Employment & Major Projects, the previous remit of the Major Projects Sub-Committee in respect of Major Projects now form part of the delegated functions of the Cabinet Member. One of those functions is “to review major projects and any Project Boards having regard to capacity to deliver, corporate priorities and resources and advise the Leader or the Cabinet as appropriate”.
- 1.2 This report reviews the role performed by Project Boards and the part they play in the delivery and decision making process of major projects. It seeks agreement to the retention and continuation of a number of existing Project Boards, requests nominations from the main political groups for their representatives to join these Boards and sets out the criteria by which Project Boards are considered appropriate and may be established.

2. RECOMMENDATIONS:

- (1) To note the role performed by Project Boards and the part they play in the delivery and decision making process of major projects.
- (2) To approve retention of the Project Boards for the Brighton Centre, City College (including Wilson Avenue), the Open Market, Preston Barracks and The Keep and agree to the creation of new Project Boards in accordance with the criteria set out in paragraph 3.3 as appropriate.
- (3) To agree that each of the four main political groups be requested to nominate representatives to join the identified Project Boards.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 Following a review of the constitution in May 2007 the Major Projects Sub-Committee was established to oversee the progress of major projects undertaken by the Council and advise the Policy & Resources Committee. By taking a more co-ordinated approach to the management and delivery of major projects, the intention was to enable a more effective strategic overview across the full range of major projects and at the same time provide a mechanism for focussed and systematic Member input to ensure maximum efficiency and accountability. The review also considered each of the projects, their stage of development and the decision making structure in place at the time. This resulted in a number of changes, both to project structures and decision making arrangements, with recommendations agreed at the Sub-Committee's inaugural meeting on 10 July 2007. Among the main recommendations was the recognition that a Project Board can have an important role to play in the development and progression of major infrastructure projects, particularly in the early stages. A number of cross-party Project Boards were therefore established on a task and finish basis.

3.2 Definition of Major Projects

3.2.1 The Council has been involved and will continue to be involved in major commercial, regeneration and infrastructure projects across the city; projects that are key to the city's future success and prosperity. For the purposes of the Enterprise, Employment & Major Projects Cabinet Member Meeting, major projects fall into one of two categories.

- Those that involve the council either as a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area; or
- Those not directly involving the council as landowner but which are of strategic significance to the city, such as the regeneration of the Brighton Station site or the provision of major infrastructure works.

3.2.2 Such projects also:

- Have major public and private sector resource implications
- Have significant land use and spatial implications
- Require planning permission before implementation
- Have particular resource implications for some or all officers in city planning, project planning, transport planning and policy, sustainability, economic development, legal, property services and strategic finance.

3.2.3 There are currently 14 major projects considered to fit into the above categories.

Table 1 - Project Name (alphabetical)	
Black Rock (Brighton Int'l Arena)	King Alfred
Brighton Centre	London Road
Circus Street	Marina inner (Explore Living)
City College (inc. Wilson Avenue)	Marina outer (Brunswick)
Community Stadium	Open Market
i360 / West Pier	Preston Barracks
Jubilee Street Redevelopment	'The Keep' New Records Office & Resource Centre

3.3 Criteria for establishing Project Boards

3.3.1 Many of the projects listed in Table 1 above have benefitted from the involvement of cross-party Project Boards. Project Boards continue to perform a valuable function, particularly in the early stages of a project's life. It is, however, recognised that their role becomes less important as the project advances and it was therefore agreed that Project Boards should continue until one or more of the following stages is reached:

- The point at which a Development Agreement is signed
- Issue of Planning Permission
- The Developer taking vacant possession just prior to a start on site.

3.3.2 Based on the above criteria it is proposed that five Project Boards should be retained. The projects being:

Table 2 – Existing Project Boards	
Project	Proposed Membership
Brighton Centre	1 Cons, 1 Labour, 1 Green, 1 Lib Dem
City College (inc. Wilson Avenue)	1 Cons, 1 Labour, 1 Green, 1 Lib Dem
Open Market	1 Cons, 1 Labour, 1 Green, 1 Lib Dem
Preston Barracks	1 Cons, 1 Labour, 1 Green, 1 Lib Dem
'The Keep'	Joint Board with ESCC BHCC represented by Cabinet Member for Culture, Recreation & Tourism and Acting Director of Cultural Services

3.3.3 The Project Boards shown in Table 2 above have continued to operate throughout the past year and their involvement has again confirmed their value. It is therefore recommended that these Project Boards are retained under the new arrangements. With the introduction of the new constitution and decision making arrangements it is likely that each political party will want to review its representation on Project Boards. It is therefore recommended that each of the four main political groups be requested to nominate its representative on each of the retained Project Boards.

3.3.4 Whilst the criteria shown in 3.3.1 provide a helpful guide to when a Project Board is considered appropriate, it should be recognised that each project may require a slightly different approach and, in certain circumstances, it may be appropriate / beneficial to retain a Project Board, e.g. until planning permission is secured, or even possibly, until the Developer has served the Vacant Possession Notice.

3.3.5 In the case of the Open Market Project Board, this could be expanded in due course to take on a wider brief to include London Road proposals as they emerge. In addition to the above Project Boards, Members may find it helpful to have the occasional one off cross-party briefing on strategic sites where a number of individual projects may overlap. For example, at Falmer there is the Community Stadium, the retained land, the City College proposals and Falmer Academy.

4. CONSULTATION

4.1 This report covers an internal procedural matter that simply seeks continuation of existing arrangements. No external consultation has been undertaken.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 There are no direct financial implications arising from this report. Project Boards are advisory only. Any recommendations on major projects will be the subject of further reports accompanied by a financial risk assessment.

Finance officer consulted: Anne Silley *Date:* 28/05/08

Legal Implications:

5.2 There are no direct legal implications arising from this report. As with the previous constitutional arrangements Project Boards are advisory only and have no delegated powers.

Legal officer consulted: Bob Bruce *Date:* 28/05/08

Equalities Implications:

5.3 There are no direct equalities implications arising from this report.

Sustainability Implications:

5.4 There are no direct sustainability implications arising from this report.

Crime & Disorder Implications:

5.5 There are no direct crime & disorder implications arising from this report.

Risk and Opportunity Management Implications:

5.6 The Major and Capital Projects Teams work with the Council's Risk Manager to identify all risks relating to the individual projects. These risk registers are presented to Officer Steering Groups and escalated to Project Boards as priorities require. The purpose of a continuous risk assessment is to meet the corporate requirements of protecting and securing the Council's assets and physical resources. It also helps project teams identify and manage changes which affect the City and operating environment and influences decision making, business planning, managing change and innovation. The key risks to major projects are the availability of funding, securing development partners and the viability of individual projects.

Corporate / Citywide Implications:

5.7 Project Boards have proved an effective means of developing projects and their continued engagement will assist both in terms of co-ordination of Council input to the schemes themselves and in the achievement of the Council's priorities.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 Last year's review of project decision making structures involved consideration of the most effective arrangements to support project management and delivery, the results of which were reported to the Major Projects Sub-Committee in July 2007. It was through that review that criteria for the involvement of Project Boards were agreed and Boards retained where appropriate. The criteria remain valid under the new constitutional arrangements and Project Boards are still regarded as necessary.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 The retention of Project Boards, where appropriate, is an effective means of providing cross-party engagement and support.

- 7.2 A number of projects are reliant on the full involvement of partners whose engagement is therefore reflected in membership of the relevant Project Board. With those Boards arriving at decision by consensus, this has provided an effective means of allowing key partners to have a voice in the decision making process. It is considered important that the new arrangements continue to accommodate this collaborative approach and maintain the close working relationships.

SUPPORTING DOCUMENTATION

Appendices:

None.

Documents In Members' Rooms

None

Background Documents

1. Report to Major Projects Sub-Committee – 10 July 2007 – “Terms of Reference and Proposed Decision Making Structures”.
2. Report to Major Projects Sub-Committee -10 July 2007 – “Appointment of Project Boards”.