

## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Portfolio Holder – Strategy, Governance and Transformation and the Executive Director - Commercialisation

**To:** Cabinet - 14 February 2017

**Author:** Christine Marshall – Executive Director Commercialisation

**Subject:** Project Board for the Community Hub Project

**Purpose:** To recommend to Cabinet the formation of a sub-committee of Cabinet to oversee the Priory Road Community Hub Project.

### **Recommendations:**

- 1) That a sub-committee of 3 members of the Cabinet be established, to oversee the Priory Road Community Hub Project.
- 2) The sub-committee be delegated authority and powers as set out in Appendix B, working within the Council's policy framework and approved budget.
- 3) That the sub-committee of Cabinet is operational for the life of the Priory Road Community Hub Project.
- 4) That the sub-committee shall invite in other Members and Officers, external parties/advisors to contribute in an advisory supporting role as required.

### **1.0 BACKGROUND**

- 1.1 As part of South Holland's Medium Term Financial Plan 2015/16 – 2019/20, key strategic site projects were identified and approved by Members in October 2015, to be taken forward as part of the Council's overall Moving Forward Programme. One of the key sites relates to the Council Offices, Priory Road Spalding.
- 1.2 An outline business case is being developed to look at the options around creating a Community Hub at the Council Office Priory Road, with the next stage requiring greater analysis around delivery, design, procurement and finances.
- 1.3 The final outline business case will contain a range of options for Council to consider, and will be presented to Council at the Full Council meeting of 5 April 2017. The business case will be considered by Cabinet before Council.
- 1.4 The business case will highlight interdependencies of the project that directly relate to the successful delivery of the project, some of which focus on design and delivery of the concept of the Community Hub, and others which are commercially sensitive and as such at this stage cannot be referenced.
- 1.5 The report to be taken to Full Council will build upon the initial inception and design phase of the current draft of the business case, as it will enable more detailed financial modelling to be undertaken, although this will not prejudice any potential decisions that will ultimately be made by Full Council.
- 1.6 One of the major interdependencies of the project relates to delivery time frames where potential stakeholders have expressed an interest in colocation at Priory Road. To facilitate colocation there is a need to start preparatory design work, consider the delivery plan and

establish a procurement process, so that should the Priory Road business case be approved, the foundations to deliver are in place and work can start in a timely manner.

- 1.7 Given the complexity of the project, it is recommended that this activity starts within the next few weeks and is overseen and monitored through the formation of a sub-committee of Cabinet.
- 1.8 In summary, it is essential that members are able to provide oversight and steer of this important corporate project in its formative stages of design and work up. This aims to ensure that contractors, project managers and related support can commence as soon as the project is given authority to proceed, due to the challenging timelines. In these initial stages the work will be funded from the budget already set aside within the Moving Forward project.

## 2.0 OPTIONS

- 2.1 **Option 1 - Do nothing.** The risk of doing nothing and not changing the approach to how the project is overseen and delivered is to increase the pressure to deliver to key milestones and puts at risk any potential interest of stakeholders being co-located at Priory Road.
- 2.2 **Option 2 - Establish a sub-committee of Cabinet.** To establish a sub-committee of Cabinet to oversee the Priory Road Community Hub Project. The sub-committee will function through delegated powers from Cabinet as set out at Appendix B and make decisions that are of an executive nature to progress the project further.
- 2.3 The sub-committee will:
  - a. Work within established budgets.
  - b. Meet regularly and as required to facilitate delivery of the project and will follow the same rules as the Cabinet Committee process, in terms of publishing the agenda at least 5 clear days before the meeting and minutes being produced
  - c. Be able to ask other Elected Members and Officers, advisors/experts to be invited to attend the sub-committee in an advisory supporting role as required.
  - d. Have such level of delegated authority as the Cabinet may approve.

## 3.0 REASONS FOR RECOMMENDATIONS

- 3.1 The formation of a sub-committee of Cabinet to act as an Executive Delivery Board for the life span of the Community Hub Project will provide a robust governance framework, facilitate efficient decision making and will help to minimise risk to the delivery of the project to set timescales and within agreed budgets.

## 4.0 EXPECTED BENEFITS

- 4.1 The primary benefit of a sub-committee of Cabinet will be having a governance structure in place that monitors delivery of a key strategic project, as well as being responsive in terms of being able to make executive decisions in a timely and proactive way, that minimises risks of delivery both in terms of time and cost.

## 5.0 **IMPLICATIONS**

### 5.1 **Carbon Footprint / Environmental Issues**

5.1.1 It is the opinion of the report author that there are no specific implications relating to carbon footprint and/or environmental issues at this stage.

5.1.2 It is envisaged that that these factors will be considered as part of the refurbishment process.

### 5.2 **Constitution & Legal**

5.2.1 The law and the Council's Constitution allow executive decisions to be delegated to a sub-committee of Cabinet.

### 5.3 **Contracts**

5.3.1 SCAPE Group Ltd is a procurement and minor construction framework that is currently being utilised to develop further more detailed designs for a Community Hub concept is a procurement and minor construction framework that is currently being utilised to develop further more detailed designs for a Community Hub concept; undertake an analysis of the implications around delivery mechanisms; resourcing; financing construction costs, as well as assessing the feasibility of delivering a ground floor Community Hub by November 2017.

5.3.2 No contractual arrangements are in place as the SCAPE Framework operates on the principle of an access agreement. However activity around design, delivery and financial modelling will need to be completed between now and Full Council in April, to enable a contract to be signed in a timely manner, should the business case be approved.

### 5.4 **Corporate Priorities**

5.4.1 It is the opinion of the report author that there is an interdependency linked to the corporate priorities at this stage. The main priority focuses on providing the right services, at the right time, in the right way.

### 5.5 **Crime and Disorder**

5.5.1 It is the opinion of the report author that there is no impact from this report relating to crime and disorder.

### 5.6 **Equality and Diversity / Human Rights**

5.6.1 It is the opinion of the report author that there is no immediate impact as a result of this report.

5.6.2 Each phase of delivery in its own right will have an equality impact assessment undertaken as required.

### 5.7 **Financial**

5.7.1 The business case for a Priory Road Community Hub will include financial modelling and a breakdown of costs and expected financial benefits.

5.7.2 Priory Road is included in the Moving Forward Programme which was approved by Council on 14 October 2015 within the Aligning Public Services strategic theme.

5.7.3 Funding will be accessed through the Moving Forward Programme's Budget.

## 5.8 **Health & Wellbeing**

5.8.1 The creation of a Community Hub within Priory Road that has partners co-locating will create a central location for the residents of the community providing a better user experience. The Community Hub will reduce the time delay that can be experienced between partners with regards to sharing of information and potential duplication of processes as the same enquiry is relayed several times before resolution can be sought.

## 5.9 **Reputation**

5.9.1 The recommended development of Priory Road in a timely manner, working in partnership with other key public sector organisations would have a positive reputational impact for the Council.

## 5.10 **Risk Management**

5.10.1 The sub-committee that is being proposed will help off-set the risks associated with the timeline and pace with which this project needs to proceed. Early oversight and engagement by members will help facilitate the decision making process as the project moves forward.

5.10.2 The risk of doing nothing may lead to the Council not being able to react in a timely manner to partners requirements that are emerging and this will reduce the opportunity of creating a Community Hub and potential income streams/reduced costs.

## 5.11 **Staffing**

5.11.1 Successful delivery of this strategic site will require dedicated resource and a dedicated Project Manager with the necessary skill sets. It will be agreed by the Priory Road sub-committee when this resource is needed.

5.11.2 Programme Management for the delivery of the site will be resourced through South Holland's Programme Delivery Manager over the medium term for continuity of delivery.

## 5.12 **Stakeholders / Consultation / Timescales**

5.12.1 Stakeholder management will be a key component surrounding the delivery of this site and a communications plan for the project will be developed.

5.12.2 Timescales for any stakeholder engagement will be time-tabled as part of the engagement, design and delivery plan.

## 6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 Not applicable.

## 7.0 **ACRONYMS**

7.1 None

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Background papers:- None

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**Key Decision:** No

**Exempt Decision:** No

**This report refers to a Discretionary Service**

**Appendices attached to this report:**

Appendix A Governance Framework  
Appendix B Terms of Reference