

REPORT TO: WECA OVERVIEW AND SCRUTINY COMMITTEE

DATE: 2 October 2019

REPORT TITLE: INFRASTRUCTURE UPDATE – DELIVERY OF WECA INVESTMENT PROGRAMME / STRATEGIC PROJECTS & ESTABLISHMENT OF PROGRAMME MANAGEMENT

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Purpose of Report

- 1 The propose of this report is to update the Overview and Scrutiny Committee on the delivery of the WECA investment programme, and the establishment of a Programme Management Office (PMO).

Background / Issues for Consideration

- 2 The WECA Investment Fund Committee paper (19 July 2019) noted the next steps to identify delivery routes for projects funded through the investment programme. It also included the recommendation to establish a Programme Management Office for the management of the regional capital programme. The recommendation was approved at committee.
 - 2.1 The CEOs and Mayors and Leaders have been updated on progress to date. The purpose of this report is to provide Overview and Scrutiny Committee with a summary of both progress and the principles underlying our way forward.

Approach

- 3 We are utilising the Infrastructure and Project Authority's Project Initiation Routemap to establish delivery mechanisms and associated governance, including descriptions of the key roles within a delivery programme; Sponsor, Client, Asset Owner and Market. In this way we can incorporate best practice in major project delivery and learning from experience across a wide range of UK infrastructure projects and programmes. The approach is made up of the following key elements:
 - a. Complexity Assessment
 - b. Capability Assessment
 - c. Aligning for Success – establishing the key elements of a successful programme, portfolio and project.

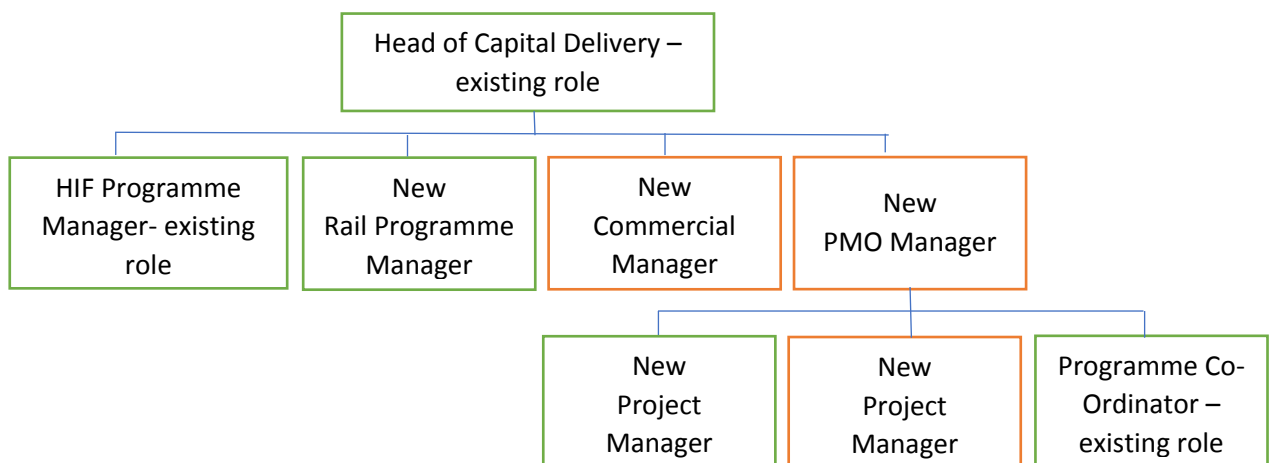
- 4 The routemap also defines the key Project Delivery Roles and their roles and responsibilities:
 - a. Sponsor
 - b. Client
 - c. Asset Manager, and
 - d. Market / Supply Chain

- 5 We have established a Delivery Plan and Programme, illustrating our draft outline delivery routes and integrated programme. These plans are subject to ongoing refinement, and integration with key capital programmes across the region.

- 6 We are developing quarterly project reporting based on existing Highlight Reports and focusing on performance against baseline.

- 7 Resourcing will be required to support effective delivery. We are addressing the resource requirements as follows:
 - a. WECA is in the process of procuring a Professional Services Framework (PSF) to support project delivery. The Framework will include 3 or 4 suppliers, and will be available to WECA and UAs from November 2019.
 - b. Early market engagement will be a key success criteria. WECA will be working with the Civil Engineering Contractors Association (CECA) to deliver a programme of market engagement with contractors within the West of England.
 - c. We are also recruiting to our Capital Delivery Team as follows, roles in the blue boxes will initially be funded via Treasury Surplus as agreed at WECA Committee. Other roles have existing funding or will be project funded:

Figure One: Capital Delivery Team Structure



A Rail Programme Manager and Commercial Manager are being recruited to the team to lead on engagement with Network Rail and to support commercial negotiations and cost control respectively. The PMO Manager and two Project Managers will form the basis of the Project Management Office as described below. This structure will enable us to ‘client’ the initial activity to the end of 2019, developing a robust Execution Strategy across the programme, and Project Plans for each project.

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- 8 Our PMO will define and standardise the approach to Project Management, disseminating Project Management Best Practice, and:
- Establish and refine Project Management Tools and Processes
 - Manage the project performance reporting process
 - Mentor and support Project Managers delivering the WECA programme
 - Manage an integrated programme to ensure we manage and mitigate interface risk, and maximise the cost and programme opportunities for integrating where possible.
 - Manage resource availability including through provision of Project Managers to support project delivery, and managing the pipeline of work to be let via the PSF.

Next Steps:

- Development of a fully integrated Delivery Programme, including funded projects and key other capital investment across the region (Sept / Oct 2019)
- Development of an Execution Plan including resource requirements (Sept / Oct 2019)
- Recruitment to Capital Delivery Team and establishing PMO (December 2019)
- Development and testing of Project Dashboard (from Sept 2019, quarterly thereafter).

Public Sector Equality Duties

9 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

9.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

9.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

Recommendation:

- * Overview & Scrutiny Committee to note activity to date, and will be updated as plans progress.

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Quay, Bristol BS1 6EW; email: democratic.services@westofengland-ca.gov.uk