

Environment, Communities and Fire Select Committee

7 November 2019

Highways and Transport Major Projects, Review of Project Delivery Processes and Lessons Learnt

Report by Acting Chief Executive and Director of Highways, Transport and Planning

Summary

At the Environment, Communities and Fire Select Committee meeting on 13th March 2019 the Business Planning Group (BPG) was tasked to look into the current processes surrounding the initial costing of major projects. Following BPG consideration, cost consultants Provelio have undertaken a review, which is summarised as an appendix to this covering report. The Group asked that the report be considered by the full Committee.

The focus for scrutiny

To consider the report, review its recommendations and scrutinise how the Service plans to respond to the recommendations, namely:

- standardising the approach to scope and deliverables of the early stages of project delivery;
- further improvements to the reporting and governance mechanisms;
- the use, in early stages of the project, of costed risk registers, and;
- providing a range of estimated costs of a project, based on risk certainty.

Proposal

1. Background and Context

1.1 Following a number of instances where the early budgets set for major transport projects do not meet the needs identified at the later stages of the projects, such that that later estimates or final costs were significantly more than the original budget, the Select Committee requested a review was undertaken on the processes and practices used and the result of this review is explained in the attached report.

2. Proposal

2.1 To consider the report and review the recommendations made.

3. Resources

- 3.1 There are no financial implications linked to the production of this report, however the review will allow the County Council to better plan the use of resources going forward, especially from a finance view.

Factors taken into account

4. Issues for consideration by the Select Committee

- 4.1 To consider the report, review its recommendations and scrutinise how the Service plans to respond to the recommendations.

5. Consultation

- 5.1 The consultation and engagement carried out as part of this review is described in the attached report.

6. Risk Implications and Mitigations

- 6.1 The review is an internal process considering existing projects, practices used and comparison with practices within the industry and other national organisations such as Highways England. The report discusses the opportunities for lessons learnt and as such mitigating risks on future projects.

7. Other Options Considered

- 7.1 The report is the conclusion of an internal review and as such no other options were considered.

8. Equality Duty

- 8.1 The review is an examination of exiting procedures and practices and has no equality duty implications.

9. Social Value

- 9.1 The report does not propose or examine any practices that would have an impact on social value.

10. Crime and Disorder Implications

- 10.1 There are no crime and disorder implications relating to this report.

11. Human Rights Implications

- 11.1 There are no human rights implications relating to this report.

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Appendices:

Appendix 1: Provelio Report; Document 5458 Review of Project Delivery Processes and Lesson Learnt