

**OVERVIEW AND SCRUTINY COMMITTEE  
6 JUNE 2017**

**PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**14**

**TITLE OF REPORT: TASK AND FINISH GROUP REPORT ON THE COUNCIL'S  
MANAGEMENT OF LARGER PROJECTS**

REPORT OF THE SCRUTINY OFFICER

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: RESPONSIVE AND EFFICIENT

**1. EXECUTIVE SUMMARY**

The report of the Task and Finish Group on the Council's Handling of Larger Projects is attached for the Committee's consideration.

**2. RECOMMENDATIONS**

- 2.1 The Committee is asked to:
- comment on and approve the Task and Finish Group's report and its recommendations at Appendix A; and
  - refer the report to Cabinet for consideration at its meeting on 25 July 2017.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 To enable the Committee and Cabinet to consider the report of the Task and Finish Group.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The Task and Finish Group discussed the evidence it heard and reached the conclusions set out in the report.

**5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

- 5.1 There was no formal consultation about the report. Five members of the public took part in the Task and Finish Group and their contributions have been included as part of the evidence.

## 6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

## 7. BACKGROUND

- 7.1 The Committee established this Task and Finish Group to consider how the Council manages its larger projects. The Task and Finish Group is obliged to report back to the Committee before the report can be sent to Cabinet.

## 8. RELEVANT CONSIDERATIONS

- 8.1 The Committee is asked to consider and comment on the report of the Task and Finish Group which is attached at **Appendix A**. Its conclusions and recommendations are in section 1 of the report. The recommendations are reproduced in paragraph 8.2 below.

### 8.2 Recommendations

1. The Council needs to be more decisive about what it wants from larger projects and once it decides, it needs to get on with them.
  2. The Council should not introduce unnecessary complexity into its tenders because it is unclear about its preferred outcome. It should decide what it wants and then tender for it.
  3. The Council's financial information should be comprehensive and presented in the form of accounts so the extent of profits and losses can be easily understood.
  4. When exception reports are produced by project boards, they should be circulated to all members of Council through the Members' Information Service or by e mail.
  5. Projects are constrained by the resources that the Council has available. Planning a substantial project on the basis that part of it will be done in a member of staff's spare time allows no contingency. The Council should ensure that large projects are properly resourced.
  6. The Council needs to have clear, documented objectives before it embarks on projects.
  7. Large scale projects should have a champion to drive them forwards.
  8. The Council should be more flexible about membership of project boards
  9. The Council should improve its consultation and engagement with the public.
  10. The Council should not use the Competitive Dialogue process in future projects.
- 8.3 The report will be considered by the next but one meeting of Cabinet on 25 July because the Chairman of the Task and Finish Group will be away for its next meeting on 13 June.

- 8.4 The Committee decided some time ago that it will consider task and finish group reports without the Senior Management Team’s comments. These will, however, accompany the final report to Cabinet.

**9. LEGAL IMPLICATIONS**

- 9.1 Section 6.2.7 (u) of the Constitution allows the Committee “to appoint time limited task and finish Topic Groups to undertake detailed scrutiny work report back to the Overview and Scrutiny Committee to make recommendations to the Cabinet.”

**10. FINANCIAL IMPLICATIONS**

- 10.1 There are no capital, revenue or other financial implications arising directly from this report. Proper resourcing of projects (Recommendation 5) could lead to some extra up front costs but these would likely be offset by avoiding the costs associated with overrunning projects.

**11. RISK IMPLICATIONS**

- 11.1 There are no risk implications arising from the report.

**12. EQUALITIES IMPLICATIONS**

- 12.1 There are no equalities implications arising from this report.

**13. SOCIAL VALUE IMPLICATIONS**

- 13.1 The Social Value Act and “go local” policy do not apply to this report.

**14. HUMAN RESOURCE IMPLICATIONS**

- 14.1 There will be no impact on staff time as a result of this report.

**15. APPENDICES**

- 15.1 Appendix A – Task and Finish Group Report on the Council’s Management of Larger Projects

**16. CONTACT OFFICERS**

- 16.1 Brendan Sullivan, Scrutiny Officer, 01462 474612;  
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**17. BACKGROUND PAPERS**

- 17.1 None