

Leicester
City Council

Cabinet

WARDS AFFECTED: All city centre wards

21 June 2004

PROJECT MANAGEMENT ARRANGEMENTS FOR THE CITY CENTRE & CULTURAL QUARTER

Report of the Corporate Director Regeneration & Culture

1 Purpose of Report

- 1.1 This report brings to Cabinet the previously requested review of project management arrangements for the PACC during its construction period, along with new proposals for project management of the city centre. These new arrangements are intended to link up major developments in the city centre and ensure joined up management and overview.

2 Summary

- 2.1 Cabinet, at its meeting in March 2004, asked officers to make proposals for project management of the Performing Arts and Convention Centre (PACC) that will ensure proper and tight control of its costs, quality, and delivery against milestones during the construction period. The Liveability pilot in St George's, Members' investments in the environment of the City Centre, the work in Shires West and the Leicester Regeneration Company's proposals for City Centre, along with other significant developments in the city centre over the next few years also require joined up project managements arrangements to make sure regeneration in the city centre is co-ordinated.
- 2.2 This paper proposes replacing the current Cultural Quarter Cabinet Sub Group with a Cabinet Sub Group to give oversight of the regeneration of the city centre, along with project teams reporting to a city centre officer project board. The linking of project teams working in the city centre is complex, but so as the relationships and groups already working in this area. This proposal gives a clear route for Member oversight, a clear line of responsibility for delegated decisions, and a clear route through to Cabinet. The proposals are detailed in Section 2 of the supporting information to this report and shown in Appendix One.

3 Recommendations

Members are recommended to:

1. Note the proposals for project management of the city centre
 2. Agree the wider brief for the current Cultural Quarter Cabinet Sub-Group, and the change of name for that group to City Centre Cabinet Sub Group
- and
3. If you agree the Cabinet Sub Group wider brief, consider the membership of the City Centre Cabinet Sub Group.
 4. Agree the formation of a PACC Policy Group and consider its membership.

4 Financial & Legal Implications

4.1 Financial Implications

4.1.1 None specific

4.2 Legal Implications

4.2.1 None specific

Joanna Bunting
20 May 04

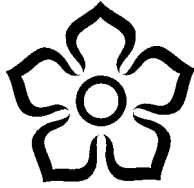
5 Report Author

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DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Executive (Cabinet)



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Report of the Corporate Director Regeneration & Culture

Report

1. Background

- 1.1 At the meeting of Cabinet in March 2004, Members instructed officers to bring them proposals for ensuring tight project management of the Performing Arts and Convention Centre (PACC) during its construction period.
- 1.2 The external City Centre Management Board is responsible for promoting the interests of stakeholders (mainly retail) in the city centre. Staff employed by that Board manage some operational issues on behalf of the Council, but there are a number of cross cutting projects and issues across the city centre that require co-ordination and joined up management to deliver the best possible results for the people of Leicester.
- 1.3 The city centre projects and issues include:
 - The development of the cultural quarter
 - The Shires West Extension
 - The Liveability Pilot Project in St George's
 - The Leicester Regeneration Company (LRC) master plan and business plan delivery
 - The Historic City and the Bovis Lend Lease project
 - City Centre public realm improvements
 - City Centre enforcement teams
 - Joined up delivery in the city centre
 - City Centre strategy
 - New Walk extension

2. The Proposals

- 2.1 The appendix to this report shows in diagrammatic form the proposals in this paper. These proposals seek to ensure joined up working between teams, and give both senior officer and Member oversight of the work of improving Leicester's city centre.

MEMBER LEVEL OVERSIGHT

City Centre Cabinet Sub Group

- 2.2 The Cultural Quarter Cabinet Sub Group, while it has no formal decision making powers, oversees the work of the cultural quarter projects and provides political guidance on their direction. The Cultural Quarter Cabinet Sub Committee consists of:

- The Leader
- Cllr Scuplak
- Lead Member for Culture
- Link Member for Culture
- Lead Member for Regeneration
- Cllr Farmer

- 2.3 This paper proposes replacing the existing Cultural Quarter Cabinet Sub Group with a new City Centre Cabinet Sub Group with a brief to provide political guidance on city centre projects and to inform the passage of decision making through Cabinet, and where required, through Council. If Members agree, the City Centre Cabinet Sub Group would meet quarterly, and more frequently as required. The membership of the existing sub committee may be appropriate for the proposed new remit, or Members may wish to expand, or change the membership. If Members agree this recommendation you are further asked to consider the membership of the new Cabinet Sub Group.

PACC Policy Group

- 2.4 This paper proposes a high level policy group to ensure joined up exploration of strategic issues between the Haymarket and Phoenix Boards and the local authority. The PACC Policy Group is envisaged as a small, relatively informal grouping, without any formal decision making powers, made up of the Chairs and Vice Chairs of the Haymarket and Phoenix Boards, along with the Leader and 3 Members of the City Council. The group would meet 4 times a year, but more frequently if needed. Cabinet is asked to give consideration to the City Council membership of the PACC Policy Group.

City Centre Forum

- 2.5 Members have already agreed the setting up of a city centre forum in the In Principle Decisions on Area Committees paper agreed by Council in November 2003. The paper before you today proposes that, in addition to its normal reporting, the city centre forum makes regular reports to the City Centre Cabinet Sub group in order to inform and influence its deliberations.

OFFICER LEVEL OPERATIONAL GROUPS

City Centre Project Board

2.6 in accordance with the City Council's project management arrangements, a City Centre Project Board is being set up to ensure officer oversight and direction of the projects and issues in the city centre. The City Centre Project Board will meet monthly, and will be chaired by the Corporate Director of Regeneration and Culture who has delegated powers to make decisions in this area, where decisions have not been reserved for Cabinet or Council. The Project Board will co-ordinate reports to the City Centre Cabinet Sub Group, and through them, to Cabinet and Council. The Project Board will also meet on a regular basis with the City Centre Management Board to discuss issues of mutual interest.

2.7 Membership of the Project Board will consist of the Regeneration & Culture Department Service Directors for:

- Highways & Transport
- Community Well Being & Protection
- Culture
- Regeneration
- Environment
- Intelligence & Support
- The Chief Finance Officer
- The Head of Legal Services
- The Head of Property Services

Cultural Quarter Project Board

2.8 The existing Cultural Quarter Project Board will report to the City Centre Project Board. The Cultural Quarter Project Board oversees and directs the work of the Cultural Quarter project teams and is chaired by the Corporate Director Regeneration and Culture. The Cultural Quarter Project Board is made up of:

- The Chief Finance Officer
- The Head of Legal Services
- The Head of Property Services
- The Regeneration & Culture Service Director for Regeneration
- The Cultural Quarter Project Manager
- Head of Arts
- Specific Project Managers
- Planning advisors

PACC Executive Partnership Board

2.9 This new group will be responsible for ensuring that the partners in the PACC deliver the inter-related programme of capital and revenue requirements to meet Arts Council England (ACE), City Council and other grant aiding body requirements. The group will be lead by an external chair with experience of managing successful funded arts

capital projects. The group will not have decision making powers, unless these have been delegated to the Corporate Director, but will make operational proposals to the Cultural Quarter Project Board

PACC Project Teams

- 2.10 PACC operational project teams report to the Executive Partnership Board and are responsible to the Cultural Quarter Project Board. The teams deliver their work against agreed milestones and within agreed parameters of quality against agreed milestones. The teams work closely with operational staff from the Haymarket Theatre and Phoenix Arts Centre, and the PACC Executive Partnership Board to ensure that the PACC is fit for purpose, but its clear line of responsibility and decision making runs through the City Council's Cultural Quarter Project Board to the City Centre Project Board and Cabinet Sub Group.

Variation Control Team

- 2.11 A new team is being set up to exercise tight control over the construction phase of the PACC. This team will meet weekly to process variations to the agreed timetable and work specifications. All variations will need to be signed off by the Cultural Quarter Project Manager and the consequences of variations reported through the PACC Project teams to the PACC Project Board. The Corporate Director of Regeneration & Culture will formally authorise variations within the agreed financial limits. Running totals of all variations will be kept by the meeting and circulated to all of its members. The Variation Control Team will report to the PACC Project Team, but will act in the best interests of the City Council, who carry the largest financial risk in the project. The Variation Control Team will be chaired by the Cultural Quarter Project Manager and consist of representatives of:

- The Project Managers
- The Quantity Surveyors
- The Architects
- The Mechanical and Electrical Engineers
- The Chief Finance Officer – who will have an open invitation to attend, and will be copied in on the records of the meetings, but is not expected to attend every weekly meeting.

Liveability Project Team

- 2.12 The Liveability Pilot Project will receive £3.42 million over three years to improve the public realm, management of the public realm and stakeholder engagement and empowerment in St George's. The project is about to recruit a project manager who will be responsible for the delivery of the project, and a development worker to support the work around sustainable communities. The Liveability Project team will report to the Cultural Quarter Project Board

Leicester Creative Business Depot and Other Cultural Quarter Project Teams

- 2.13 Other Cultural Quarter existing (the Depot) or potential (Moving Image/Gallery) teams will report to the Cultural Quarter Project Board

during their development phases and through them to the City Centre Project Board and to the Cabinet Sub Group.

Other Project teams reporting to the City Centre Project Board

- 2.14 The City Centre Virtual Team is currently co-ordinating a series of strategy documents that will direct future development in the city centre. These are due to be presented to Members for consideration in the autumn of this year, after discussion and consideration by the command and control procedures outlined in this paper. The City Centre Virtual Team is also responsible for the co-ordination of services in the city centre and investments in the public realm in the city centre. The virtual team works closely with the Liveability Team and other city centre teams to co-ordinate work in the city centre.
- 2.15 The ***LRC Client Group*** is responsible for delivering the LRC master plan as agreed by Cabinet in May 2004. It has a number of operational teams responsible for specific LRC intervention areas. The work of the LRC Client Group in respect of city centre areas will be reported and co-ordinated through the City Centre Project Board.
- 2.16 The ***Bovis Lend Lease Team*** and ***Shires West Teams***, along with other teams responsible for liaison with the Universities, or for co-ordinating events and celebrations in the city centre will report to, and seek decisions from the City Centre Project Board.

3. Conclusions

- 3.1 All the arrangements outlined in this paper are in accordance with the Council's guidelines on project management and agreements for delegated decisions. These arrangements will ensure that the Council has a joined up approach to the city centre and ensure the best interests of the Council and the people of Leicester are considered and implemented.

4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications

- 4.1 None specific

Legal Implications

- 4.1 None Specific
Joanna Bunting
May 20 2004

5 Other Implications

- 5.1 There are a number of pre-existing policy documents in respect of the city centre. The City Centre Virtual Team is co-ordinating these documents, ensuring that they are consistent and meet the current and future needs of the city centre. The team are also addressing gaps in the strategic framework and will bring a report to Cabinet on these matters in the Spring of 2005.

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	None specific	
Policy	Yes	5.1 above
Sustainable and Environmental	Yes	The Liveability Pilot Project is designed to create sustainable communities engaged in the development and maintenance of a clean and safe environment (Para 2.11 above)
Crime and Disorder	Yes	Reducing Crime and Disorder is a key target of all the project teams working in the city centre
Human Rights Act	None specific	
Older People on Low Income	None specific	

3.2 Risk Assessment Matrix

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	Allowing existing arrangements to continue	Low	High	Informal networks of contact between groups and tighter control of decision making through formal processes.
2	New arrangements do not protect the Council's interest	Low	High	Adjust the control mechanisms
3	New arrangements do not join up groups	Low	Medium	Adjust the communications lines. Review membership of groups.

L - Low
M - Medium
H - High

L - Low
M - Medium
H - High

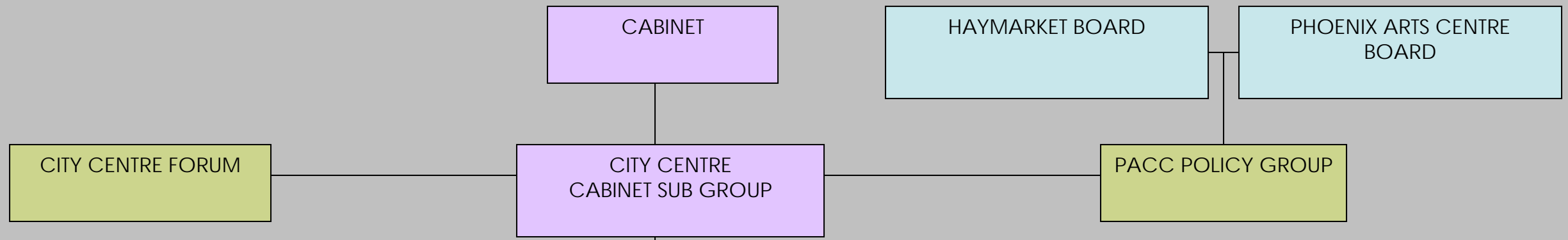
9 Background Papers – Local Government Act 1972

- Report to Cabinet - PERFORMING ARTS AND CONVENTION CENTRE (PACC) PROJECT PROGRESS AND KEY DECISIONS – March 2004
- Report to Council – REVIEW OF REVITALISING NEIGHBOURHOODS: IN PRINCIPLE DECISIONS ON AREA COMMITTEES – November 2003
- Report to Cabinet – LEICESTER REGENERATION COMPANY BUSINESS PLAN 2004-2007 – May 2004

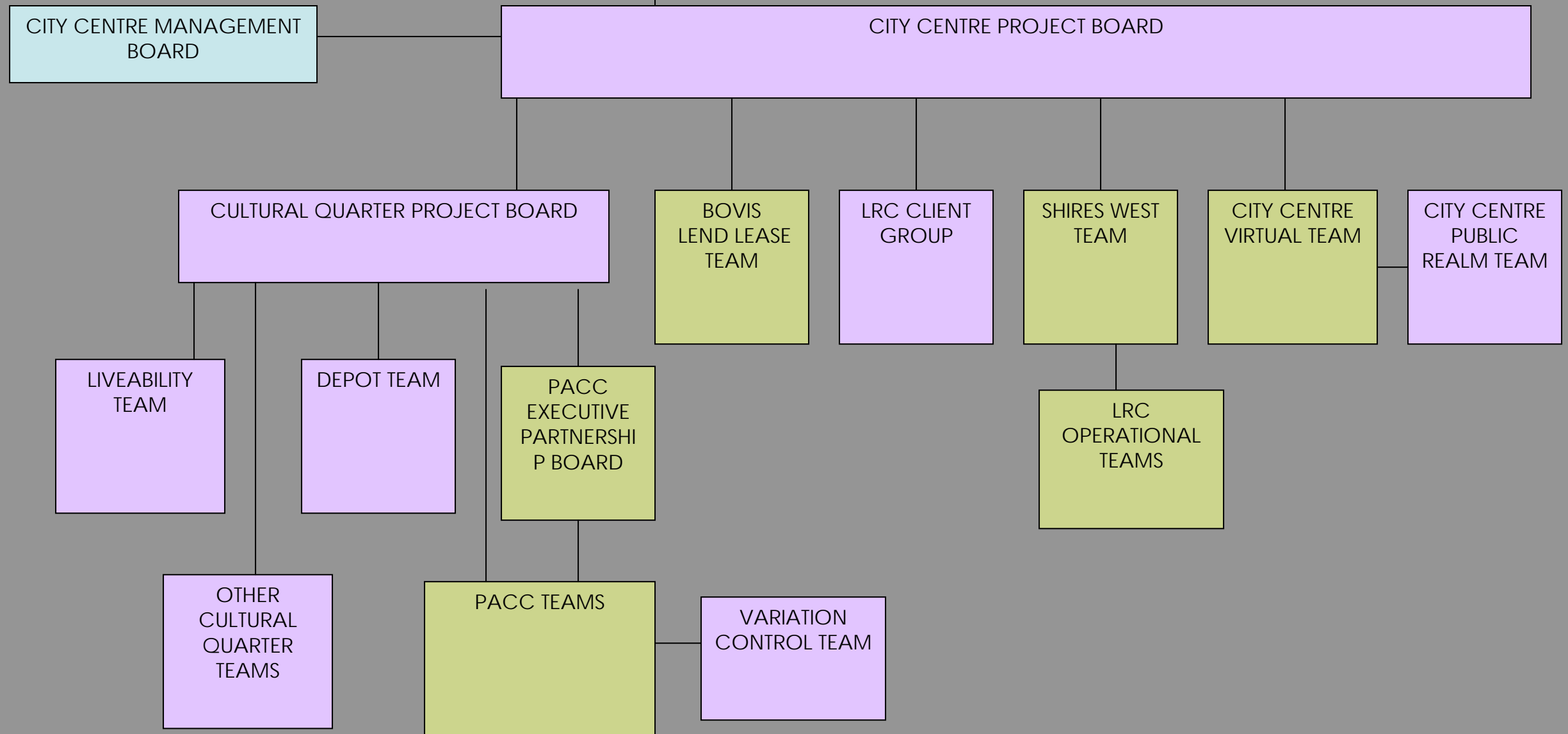
10 Consultations

Consultee	Date Consulted
Head of Finance	May 2004
Head of Legal	May 2004
R&R Directorate	May 2004
Town Clerk	May 2004
City Centre Management Board	May 2004
LRC	May 2004
PACC Partners	May 2004

MEMBERS &



OFFICERS



COUNCIL GROUPS

PARTNERSHIP GROUPS

EXTERNAL GROUPS