

Interim Edinburgh and South East Scotland  
STRATEGIC DEVELOPMENT PLAN  
*Joint Committee*



2

**STRATEGIC DEVELOPMENT PLAN PROJECT MANAGEMENT UPDATE**

**Report by: Director of Environment, East Lothian Council**

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**1 INTRODUCTION**

1.1 This report updates progress on defining the project management structure for the delivery of the Strategic Development Plan (SDP) for the Edinburgh City Region, and confirms the agreement of the partner authorities to progress the appointment of a Project Manager to manage the delivery of the project.

**2 BACKGROUND**

**Project Management Structure**

2.1 The Interim Joint Committee (IJC) of 25 June 2007 heard a verbal report outlining the proposed PRINCE2 project management structure to be put in place for the SDP preparation, including the requirement to appoint a Project Manager. The Committee agreed to delegate such appointment to officials, subject to the approval of member councils.

2.2 Since then, the officers Steering Group has given further consideration to the project management structure and has presented its recommendations to the Directors of Planning, or their equivalents, of the six authorities. The Directors have supported the need for a robust project management structure to be put in place, and the following outlines the proposed structure.

### *The Project Mandate*

- 2.3 The Project Mandate forms the terms of reference for the project and is used to start up the project. It should include an outline Business Case that justifies the setting up and continuation of the project.

#### **Recommendation**

*It is recommended that the Project Mandate be taken as the requirement of the Planning etc. (Scotland) Act 2006, and subsequent secondary legislation (still to be issued), to prepare an Edinburgh City Region SDP. This requirement is refined by the terms of the letter from Scottish Ministers dated 23 March 2007, specifically that work on the SDP must start immediately and be submitted to Ministers within 2 years of commencement of the provisions in the Act (currently anticipated October 2008).*

### *The Project*

- 2.4 The Project is the delivery of the first SDP. The Project could be terminated on submission of the proposed plan to Ministers, at which point it would no longer be in the control of the Strategic Development Planning Authority (SDPA). Alternatively, it could continue until the proposed plan is approved by Ministers, thereby covering the period of the EIP and any subsequent modifications which would require further input from SDPA officers. This option may necessitate some formal Executive involvement in later phases of the Project.

#### **Recommendation**

*It is recommended that the Project should be the organisational structures, processes, resources, workflows and outputs put in place to deliver an approved SDP. It should be a single project with phases:*

**Phase 1:** *an interim preparatory phase extending over the lifespan of the Interim Joint Committee and leading up to formal commencement of SDP preparation;*

**Phase 2:** *a second phase commencing with the inception of the formal SDPA and extending from formal commencement to the submission of the proposed SDP to Scottish Ministers, within the timeframe specified by Ministers in their letter of 23 March 2007, or any amended timeframe Ministers may specify in the future;*

**Phase 3:** *a third phase extending from submission to the preparation for and participation in the EIP;*

**Phase 4:** *a fourth and final phase from completion of the EIP to subsequent approval by Scottish Ministers.*

- 2.5 It should be noted that only Phase 1 is within the direct control of the IJC. Commencement of Phase 2 will be dependent on the timing and nature of secondary legislation and the extent to which its provisions require change to the IJC structure and/or governance arrangements. The Scottish Government may require a formal role in Phases 3 and 4, with representation on the Project Board a possibility during these phases.
- 2.6 The Project Client will be the Interim Joint Committee and subsequently the SDPA, albeit the SDP will have many and varied stakeholders.

### *The Business Product*

- 2.7 The Business Product will be an approved Strategic Development Plan.

### *The Corporate Body*

- 2.8 The IJC, and subsequently the new SDPA, will be the Corporate Body with overall decision-making responsibility. The IJC/SDPA will require an appropriate level of delegation of decision-making in order to reduce time-consuming referrals back to the parent authorities. It will also require an appropriate budget. These matters require further consideration, particularly in the light of expected Scottish Government statutory guidance on the status and powers of the SDPA.

### *The Project Board*

- 2.9 The Project Board has overall responsibility and authority for the project. It is responsible for assurance that the project remains on course to deliver the desired outcome, as defined in the Business Case. The Project Board approves the Project Brief; agrees the Project Manager's responsibilities and objectives; approves the Project Initiation Document (PID) (including the Business Case); takes ownership of the project; provides management direction and guidance to the Project Manager; liaises with corporate management; checks project status at the end of each stage and authorises continuation to the next, and confirms project closure.
- 2.10 The Project Board should comprise one senior official from each of the six partner authorities. They should be able to guarantee the necessary level of commitment and availability. It is not recommended that Directors take on this role as it would be more appropriate for them to assume the separate, more strategic Project Assurance role detailed below.

#### **Recommendation**

*It is recommended that the Project Board comprises one senior Planning official from each of the six authorities, nominated by their respective Directors. These will be permanent appointments.*

- 2.11 Under PRINCE2, a Project Executive from within the Project Board should be in place throughout the life of the project. This person will chair the Board and in accordance with PRINCE2 would be impartial and normally responsible for taking key decisions. Given that there are the interests of six partner authorities to consider, the preferred approach is that the Project Executive is appointed on a rotating basis aligned with the Council that is holding the secretariat for that year. Nonetheless, Project Board should seek to operate in the spirit of consensus with no requirement to resort to a vote. Any disagreement should be referred to the Directors for resolution rather than being put to a vote. In the event of the Directors being unable to reach a consensus then the IJC/SPDA, as the Corporate Body, would be required to reach a decision, on a vote if necessary.

#### **Recommendation**

*It is recommended that that the Project Executive is appointed on a rotating annual basis and aligned with the Council that is holding the secretariat for that year.*

### *Project Assurance*

- 2.12 Project Assurance provides an independent, strategic overview to check that the Project continues to meet its specification, the required standards and the Business Case. This would include resolving any difference of view within the Project Board. This is a this role

which would be appropriate for the six Directors, who would not be so closely involved with day-to-day governance of the project.

***Recommendation***

*It is recommended that the appropriate Directors of the six partner authorities carry out the Project Assurance role. This would involve a twice-yearly or more strategic check against the project's high-level parameters.*

*Stakeholders*

- 2.13 In order to secure input into the SDP from a wide range of interests, there will be a requirement to set up a Stakeholders Group(s). This/these will interface with agencies and organisations that will have a role in the strategic development plan process. These could include, but are not restricted to, adjoining authorities, SNH, SEPA, Scottish Enterprise, Homes for Scotland, SEStran and Transport Scotland.

*Project Managers Post*

- 2.14 This post is considered essential in order to drive forward the work on the Strategic Development Plan and should be in place as soon as possible. The post had originally been envisaged as a one year appointment. However, following further discussion it is now recommended as an appointment for up to three years. Following the decision of the IJC of 25 June 2007, each member council has now considered and approved the principle of this post and an associated budget. A job profile and advert is being drawn up following which the post will be advertised. Fife Council has agreed to be the host employer.

**3 RECOMMENDATION**

It is recommended that the Committee:

1. Notes progress on defining the SDP project management structure and appointing a Project Manager;
2. Agrees to the recommendations detailed in the report in respect of the nature of the Project and the make-up of the Project Board, Project Executive and Project Assurance functions