

16.0 Scheme Delivery and Implementation

This section is concerned with the project management of the proposed scheme and details how the scheme will be delivered to time and budget, and how successful implementation will be ensured.

16.1 Previous Project Delivery

- 16.1.1 Nottinghamshire County Council has a good track record of promoting and delivering major and significant schemes over the first Local Transport Plan period including the construction of the Mansfield Ashfield Regeneration Route (MARR), Rainworth Bypass, Coventry Lane Improvement, Nottingham Express Transit Line One and more recently the A612 Gedling Transport Improvement scheme.
- 16.1.2 In addition to these major schemes, Nottinghamshire County Council has a long tradition of promoting and supporting environmental improvement programmes aimed in particular at the regeneration of communities affected by the decline of the coal mining industry. These schemes regularly involve a significant amount of partnerships working to deliver Pedestrianisation schemes, Mobility Management Areas, and the Building Better Communities programme of works focussing on environmental enhancements of town centres.
- 16.1.3 The County Council has embarked on adopting PRINCE2 methodology to be applied to the delivery of all of its Major and significant schemes. In addition to this a consultant partnership is in place to minimise any resource problems that may arise.
- 16.1.4 The Hucknall Town Centre Improvement Scheme would be promoted and project managed by Nottinghamshire County Council using PRINCE2 methodology.

16.2 Project Management

- 16.2.1 The project requires close co-operation between Ashfield District Council and Nottinghamshire County Council, who are both funders of the scheme. The two authorities have worked closely together throughout the feasibility stage of the project to develop a suitable preferred option. Both authorities are supportive of the scheme and are committed to the successful delivery of the project. A representative from Ashfield District Council will also take up a position on the Project Board as Senior User.
- 16.2.2 The County Council is familiar with working in partnership and is currently partnering Rushcliffe Borough Council in delivering a phased regeneration and environmental improvement scheme in West Bridgford, Nottingham.
- 16.2.3 It is essential that the Bus Operators support the proposals as they will become one of key users of the completed scheme. Following on from numerous early discussions about the principles of the scheme, a meeting was convened in January 2007 attended by representatives of Nottinghamshire County Council and Trent Barton to further develop the working relationship and assess the viability of the preferred option from an operational perspective. It was confirmed during the meeting

that the Bus Operators (Trent Barton and Nottinghamshire Transport Services) were fully supportive of the preferred scheme. Both of these critical stakeholders will take up places on the Project Organisation Chart as part of the User Group, with the Head of Service for Nottinghamshire Transport Services acting as a Senior User.

- 16.2.4 The Project Board will have the authority to make decisions and provide the overall management and direction of the project, be responsible for project assurance, approve all major plans and authorise any major deviations from the outline project plan. The Project Board will sign off the project as each stage boundary is completed. Key decision and information reports will also be taken to each of the Authorities' Cabinets. For Nottinghamshire, the reports will be written by the Project Manager, and for Ashfield District Council the reports will be written the Head of Community and Economic Promotion.
- 16.2.5 Due to the scale and importance of the project, a team will be set up to drive the project forward. To date, the feasibility design has been project managed by the County Council with significant input from Jacobs, Nottinghamshire County Council's design partner (2000 - 2006).
- 16.2.6 A Project Manager will be specifically appointed from the County Council's in-house Transport and Environmental Programmes Team to manage the day to day delivery of the project. The key elements of the adopted project management methodology are:-
- A controlled and organised start, middle and end
 - Establishing the scope of the project
 - A Project Board consisting of Executives, Senior Users and Senior Suppliers providing overall direction and management to the project
 - Agreement of the required quality at the outset
 - The development of a project plan with scheme boundaries and a scheme business case
 - Determination of critical delivery dates
 - Regular reviews of progress against both the project plan and the scheme business case
 - The involvement of management and stakeholders as appropriate
 - Good communication channels between the project management team and the rest of the organisations
 - Public consultation requirements
 - Legal agreements with partners and consultants
 - Risk Analysis and Management process
 - Establish quality assurance procedures
 - Future maintenance procedure and exit strategy
 - Determination of procurement process
 - Ensuring that there is a communications strategy

16.2.7 A Project Organisation Chart for delivering the Hucknall Town Centre Improvement Scheme is shown in Figure 11.

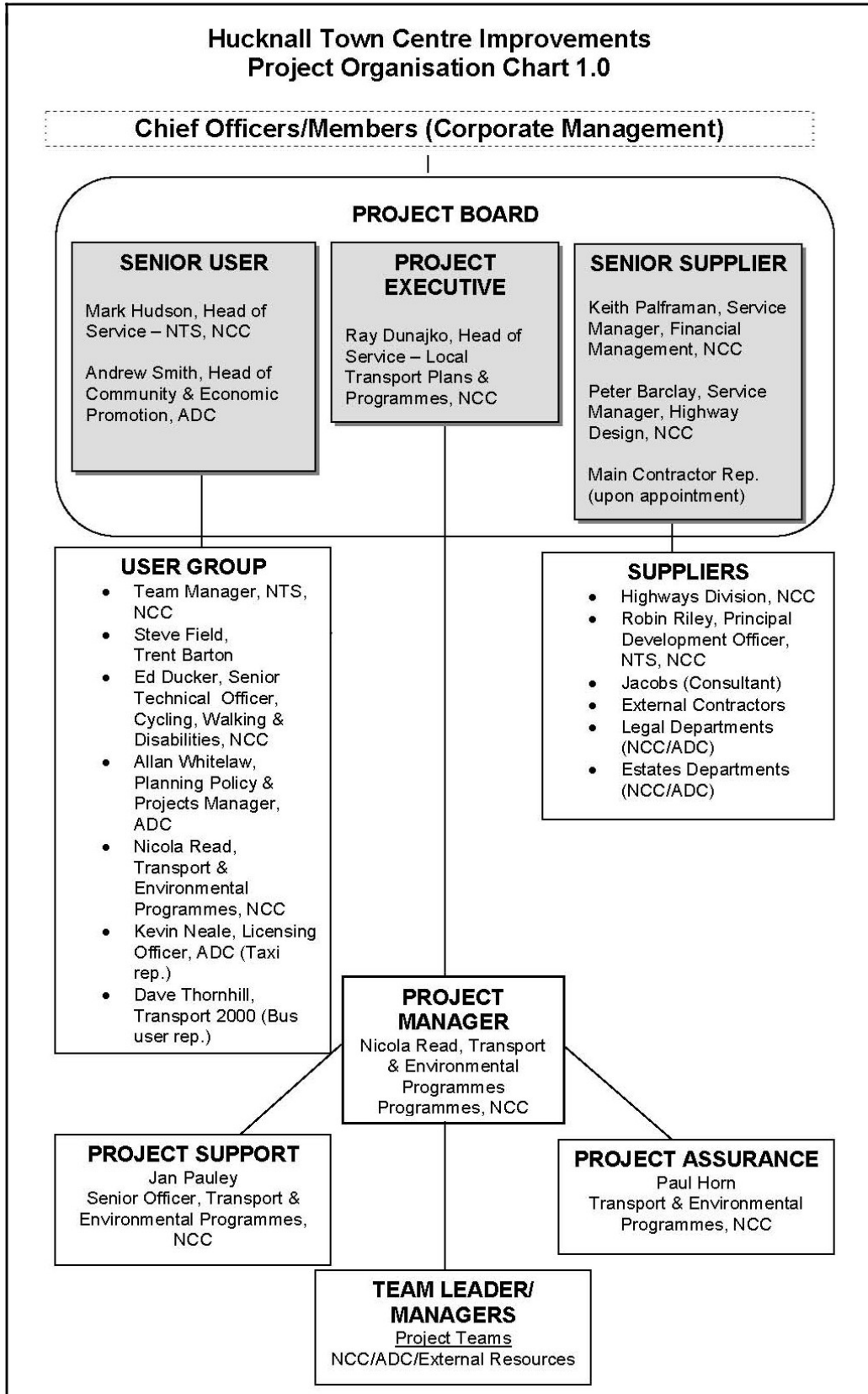


Figure 11: PRINCE2 – Project Organisation Chart

16.3 Project Initiation Document

16.3.1 A Project Initiation Document (PID) has been drawn up for the scheme to define the project and to form the basis for its management and the assessment of its overall success. The PID gives the direction and scope of the project and forms the 'contract' between the project management team and, in this case, the corporate management. The primary uses of the PID are to:

- Ensure the project has a sound basis before asking the Project Board to make any major commitment to the project
- Act as a base document against which the Project Board and Project Manager can assess progress, project issues and ongoing viability questions.

16.3.2 A draft copy of the PID for the Hucknall Town Improvement Scheme is shown in Appendix G.

16.4 Project Board Meetings at Stage Boundaries

16.4.1 The Project Board will meet at each stage boundary which corresponds to each of the government's approval stages for scheme delivery e.g. Programme Entry, Conditional Approval etc. The objectives of these meetings will be to:

- Assure the Board that all the objectives planned have been completed
- Provide information for the Board to consider viability
- Provide information to allow the authorisation of the next stage
- Record any learning

16.4.2 The products of each stage will include:

- End Stage Report (by Project Manager)
- Current Stage Plan (actuals)
- Next Stage Plan
- Revised Project Plan/Business Plan

16.4.3 Controlling the Stages will be the core of the Project Manager's job and will include the following elements:

- Issuing work packages to Team Managers
- Producing Highlight/Exception Reports
- Managing Project Issues
- Producing and maintaining the Risk Register
- Producing and updating Stage Plans

16.4.4 The Project Manager will submit quarterly progress reports to the Department for Transport on progress towards project milestones. A summary of the programme

including an identification of stage boundaries and spend profile is included in Appendix H.

16.5 Risk Management

- 16.5.1 Section 13 identifies the risks associated with this project and this is further described in the Risk Register in Appendix C. It will be the responsibility of the Project Manager to maintain and review progress in mitigating or transferring those risks identified and presenting this as part of the risk action plan to the Project Board.

16.6 Stakeholder Analysis and Communication Strategy

- 16.6.1 The key stakeholders involved in this project have been identified and their views have been sought. It is important to obtain the agreement and support of as many people as possible when promoting a major transport project of this type. The key stakeholders in this project are: Ashfield District Council; the Statutory Consultees (English Heritage, Natural England and Environment Agency); the bus operators (Trent Barton and Nottinghamshire Transport Services) and the local community and businesses in Hucknall.
- 16.6.2 The responses from the Statutory Consultees are provided in Appendix D. There are no objections to the proposals and any comments that have been raised would be attended to as part of the detailed design.
- 16.6.3 A public exhibition of the scheme proposals was held during February and March 2007 which included a staffed display in Hucknall Library and an unstaffed display at Hucknall College (see para. 11.3 for further detailed information).
- 16.6.4 Support has been received from Ashfield District Council, the bus operators and the local community to date (see Appendices B and D). The setting up of a User Group as part of the PRINCE2 Organisation for the project ensures that other stakeholders will be represented and consulted with throughout the detailed design process and this will facilitate their feedback via the Senior User.
- 16.6.5 A communication plan will be developed as part of the PRINCE2 methodology to ensure that interested parties are updated on the progress of the scheme throughout the design and construction process. The Project Board and Project Management Structure as defined by the Project Organisation Board will agree the frequency and method of communication with interested parties. County and District Council Members will be kept informed via representatives from the Project Board. On progression of the detailed design further consultation will take place with members of the public and other interested parties via a similar exhibition to that held earlier this year. The exact timing of the next exhibition will be agreed through the Project Board following Programme Entry.

