

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



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26 February 2013

NOTICE OF MEETING

A meeting of the **CHORD PROGRAMME MANAGEMENT BOARD** will be held in the **COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD** on **TUESDAY, 5 MARCH 2013** at **9:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (IF ANY)**
- 3. MINUTES**
CHORD Programme Management Board – 3 October 2012 (Pages 1 - 2)
- 4. CHORD PROGRAMME UPDATE - HIGHLIGHT / PROGRESS REPORT**
Report by CHORD Programme Manager (Pages 3 - 10)
- 5. CHORD CONSULTANCY FRAMEWORK**
Verbal Update by CHORD Programme Manager
- 6. LORN ARC UPDATE**
Presentation by Head of Economic Development

CHORD PROGRAMME MANAGEMENT BOARD

Councillor Roderick McCuish
Sally Loudon
Sandy MacTaggart

Councillor James Robb
Douglas Hendry
Bruce West

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**MINUTES of MEETING of CHORD PROGRAMME MANAGEMENT BOARD held in the
COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on WEDNESDAY, 3 OCTOBER 2012**

Present: Councillor Roddy McCuish (Chair)

Councillor John Semple
Sally Loudon, Chief Executive
Douglas Hendry, Executive Director – Customer Services
Sandy MacTaggart, Executive Director – Development and
Infrastructure Services

Attending: Robert Pollock, Head of Economic Development
David Torrance, AECOM

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minutes of the meeting of the CHORD Programme Management Board held on 4 April 2012 were approved as a correct record.

4. PROPOSED GOVERNANCE STRUCTURE FOR CHORD PROGRAMME

The Programme Board considered a report which proposed a structure for how the Council may more effectively and efficiently manage its inception, development and delivery of strategic projects. The Board considered the proposed formation of a new Strategic Programme Board and Governance Structure which would oversee the development and Governance of the Council's Strategic Projects.

Decision

Agreed in the first instance –

1. That the Chief Executive would take the discussion paper to a meeting of Political Group Leaders for consideration and report back to the CHORD Programme Management Board.
2. That the Leader and Depute Leader would take the discussion paper to a meeting of the current Administration for consideration and report back to the CHORD Programme Management Board.

(Reference: Report dated September 2012, submitted)

6. LORN ARC - BUSINESS CASE

The Board considered a report which provided an update and outlined the

process and steps involved in developing the Business Case for the Lorn Arc Tax Incremental Financing Project. The Business Case would outline the proposals for delivering the Dunbeg Development Road and measures to improve the Port and Marine facilities within the Lorn Arc Area. The Business Case would be reported to the Council in December 2012 and, if approved, submitted to the Scottish Futures Trust for review.

Decision

1. Noted the report.
2. Recommended that the item be considered by Oban, Lorn and the Isles Area Committee at their meeting on 10 October 2012.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 26 September 2012, submitted)

HIGHLIGHT / PROGRESS REPORT			
PROGRAMME NAME:	CHORD	Programme Manager:	Helen Ford
Reporting Period:	November 2012 – February 2013	Date report prepared:	24/02/13
Progress – please refer to Programme Plan			
Key products completed this period (including those completed ahead of schedule)	Key products outstanding this period (including brief explanation of why product outstanding)	Revised delivery date	Key products for next reporting period
<p>Campbeltown THI</p> <p>13-15 Kirk Street – construction phase</p> <p>50-52 Main Street – agreement reached with existing owners re: transfer of title. Agreement reached with developer re: design phase.</p> <p>Further training and complimentary initiative events delivered. Includes: traditional roofing, surveying and digital recording and editing.</p> <p>Two successful historic shopfront events held</p>	<p>Town Hall – SKDT stage1 Big Lottery bid approved June 2012 – ABC supporting SKDT with development of business case and stage 2 bid.</p>		<p>Town Hall business case - SKDT</p> <p>50 – 52 Main St – Developer complete initial designs / submit Planning and listed building applications</p> <p>13-15 Kirk Street – Construction</p>
<p>Campbeltown Berthing Facility</p> <ul style="list-style-type: none"> • Full Business Case – Fairhurst appointed to complete FBC • Stakeholders workshop held in December • Dredging undertaken late 2012 saving circa £60k+ in mobilisation costs 			<p>Final option selection</p> <p>Full Business Case complete</p>
<p>Campbeltown – Kinloch Road Regeneration</p> <ul style="list-style-type: none"> • Footway Works now combined with Esplanade Railing Works and Kinloch Road Resurfacing being completed by Breedon Aggregates and McFadyens. • Soft Landscaping (Park Area) Tender Issued 1st Feb 2013. Contract Award Date 11 March 			<p>Soft Landscaping Works Start Date</p> <p>Soft Landscaping Completion</p>
			<p>March 2013</p> <p>May 2013</p> <p>April 2013</p> <p>May 2013</p>

<p>Helensburgh – Town Centre and West Bay Esplanade</p> <ul style="list-style-type: none"> • Colquhoun Square - amended planning application approved – October 12 • Tender issued for main CHORD works on 8th January, return 15th February – submissions currently being evaluated, aiming to make award by the end of March. • Enabling Works (Strathclyde Partnership for Transport funding for 2012/13 (£175,000) upgrade of traffic lights in Sinclair St, new signalised pedestrian crossing in West King St and upgrade of existing signalised pedestrian crossing in West Clyde St – Tender awarded , pre-start meeting held on 7th February. Contractor awaiting delivery of equipment before confirming start date. • Paper proposing shop front enhancement scheme (£140,000 S75 funding) going to H&L Business Day 12th March 			<p>April 2013</p> <p>April 2013</p> <p>March/April 2013</p>
<p>Oban - Lorn Arc</p> <ul style="list-style-type: none"> • Steering Group meetings progressing on an approximate two weekly basis. • Lorn Rd / Kirk Rd indicative design completed by ABC Roads team. Additional input from AECOM on environment and geotech desk studies complete. Outline costing included in the business case. Paper being prepared for DMT to progress to full design and CPO. • Business case consultation progressed. Economic modelling largely complete and now being refined. Financial modelling underway. Draft text and project issues being discussed with SFT. • Presentations on progress to SMT and OLI Area Committee undertaken. 	<p>TIF Business Case initially envisaged for January Committee however interaction with the LDP and Budget process in Jan/Feb had led to the decision to report to the March Committee. Programme and local area board to be updated.</p>	<p>Completion of Business Case.</p> <p>Report to Corporate Improvement Board</p> <p>Update to CHORD Programme Board</p> <p>Update to OLI Area Committee</p> <p>Report to Full Council</p> <p>Issue Business Case to SFT – sign off following Full Council in April</p>	<p>April 2013</p> <p>March 2013</p> <p>March 2013</p> <p>March 2013</p> <p>April 2013</p>

<p>Oban Town Centre and Bay</p> <ul style="list-style-type: none"> • Project Board approved a package of short term projects to be taken forward, including: • Review of Marine Tourism Facilities – Ironside Farrar appointed to carry out review • Recruitment of Oban Project Manager – job evaluation complete, post advertised on 22 February, closing date 15 March. • Gateway to Oban – meeting held with Network Rail and Scotrail, discussion indicated cost/timescale for delivery outwith CHORD 3 year delivery programme. • Oban Seafront Public Realm Improvements – boundary area defined, indicative design specifications provided. • Workshop with OLI Members arranged for 28 February. 			<p>OLI Members workshop</p> <p>Complete review of Marine Tourism Facilities</p> <p>Appoint Oban Project Manager</p> <p>Report to OLI Project Board</p> <p>Issue specification to Design Team (to be appointed through Consultancy Framework)</p>	<p>Feb 13</p> <p>March 2013</p> <p>March / April 2013</p> <p>March 13</p> <p>April 2013</p>
<p>Rothesay THI</p> <ul style="list-style-type: none"> • Guilford Court Owners' Association established • 11/13 Montague St appointment of agent • 21/27 Montague St – funding in place. • Duncan's Halls – funding in place. • 2 small building repair grants complete • 1 shopfront complete • 4 shopfront grants awarded 			<p>Guildford Court - Owners association and financial situation</p> <p>11/13 Montague St - Tender</p> <p>21/27 Montague St - Date for repair works to commence</p> <p>Duncan's Halls - Tender</p> <p>15-19 Guildford Sq/Montague St - Gap site, clarify valuation of site, developer to finalise Business Case.</p>	<p>April 2013</p> <p>March 13</p>

<p>Rothesay Pavilion</p> <ul style="list-style-type: none"> • HLF stage 1 application approved 13th November 2012 • Appointment of Project Managers, The Princes Regeneration Trust (PRT) to submission of HLF Stage 2 application. • Creative Strategy Steering Group set up, initial meetings held 	<p>Secure Permission to Start from HLF delay due to obtaining approval to appoint PRT as Project Managers. Appointment approved 22 February, HLF advised.</p>	<p>Governance Strategy proposals to be submitted to CHORD Board for approval</p> <p>Review of Fundraising Strategy</p> <p>Development of Creative Strategy including:</p> <p>Community Awareness Event/Hi-Arts Workshop –</p>	<p>March 2013</p> <p>March 2013</p> <p>Feb-March 2013</p> <p>21/22 March 2013</p>
<p>Dunoon - Queen's Hall and Waterfront</p> <ul style="list-style-type: none"> • David Torrance, existing Aecom Project Manager appointed to continue up to start on site. • Project Board meeting held to discuss QH progress and the potential impact of the Customer Service Point inclusion. PB approved CSP outwith QH and that no change was required to the business case • Meeting of Hall management and Library management to discuss the forward strategy. 	<p>Detailed design – awaits procurement of new Consultants Framework.</p>	<p>Appoint the design team through the ne CHORD framework</p> <p>Provide full update on potential timescales and programme to local Project Board and Programme Board.</p> <p>Update hall users, private owners of QH units and the local community of potential timescales.</p>	<p>March 2013</p> <p>March 2013</p> <p>March 2013</p>
<p>Programme Office</p> <ul style="list-style-type: none"> • Issue of Tender for Consultancy Framework. • Secured Admin support for Programme Office following departure of CHORD Admin Assistant 	<p>Programme Manager Requirement – solution being progressed. . .</p>	<p>Appointment of new framework consultants. Intention to Award advised 22 February, Contract award following standstill period.</p> <p>Review of CHORD Programme Office.</p> <p>Progress appointment of Programme Manager following above Review.</p>	<p>March 2013</p> <p>March 2013</p> <p>March 2013</p>

Risk Management – please refer to Risk Register within Programme Plan				
Risk Ref.	Risk	Current Status and Mitigation	Previous RAG status	Revised RAG status
PP01_R001	Sufficient external funding cannot be levered in to complete the programme.	Continue to monitor and work in partnership with funding partners. Most likely to impact individual projects only. HLF Stage 2 development funding secured for Rothesay Pavilion .	16	9
PP01_R002	That the financial regime for Local Authorities remains sufficiently stable to deliver the programme.	Continue to monitor overall funding levels for the Council.	16	16
PP01_R003	Full Businesses Cases do not receive approval	Ensure FBC are robust – the business case for projects (e.g. Rothesay Pavilion, Oban, Campbelltown Berthing Facility) will need to be robust and credible.	4	9
PP01_R004	Capacity/ Skills for dealing with this number of projects simultaneously	Programme Manager appointment required, temporary cover in place. Project Manager post required in Oban – Recruitment of Project Manager on 3 year fixed term underway. New framework required for detailed design and project development. (Impact especially on Oban, Rothesay Pavilion and Dunoon). Framework procurement nearing completion (corporate capacity issues has meant delay), appointment in April	8	16
PP01_R005	Cost escalation and over-run.	Programme costs reviewed at every meeting of the Programme Management Board.	8	9
PP01_R006	Timescales for projects too optimistic.	Review at every meeting of the Programme Management Board. Timescales most likely to be influenced by procurement of new framework consultants. Detailed design and development work will be paused at Oban, Rothesay Pavilion and Dunoon until January 2013 – further delayed, now April 2013	8	12
PP01_R007	Reputational risk to the Council in the delivery of the Programme.	Review at every meeting of the Programme Management Board. Continue to ensure that communications strategies are deployed.	12	9
PP01_R008	Communication process is not effective.	Implement Programme Communications Plan. Review at Programme Management Board.	8	8

PP01_R009	That the political environment remains sufficiently stable to deliver the programme. Governance arrangements for projects and programme are stable and able to provide effective direction and approval.	Ensure that clarity is maintained at Project Board/ Programme Management Board in terms of delivering agreed project scope and project plans. New governance arrangements for Project Boards and Programme Board to be implemented.	12	12
PP01_R010	Project Risks Escalation to Programme Level	Monitor and manage the impact of individual/ influential stakeholders. Delay in individual planning consents, statutory agreements, site and weather conditions. Waterfront Development Dunoon - Ferry service and timber pier impact on timescale for delivery of waterfront development. Risks managed at project level but significant risks monitored at programme level.	8	8

Budget Management – please refer to CHORD Resources Management			
Overall CHORD budget - £30.76 million			
Approved funds to date £ 24,859,740	CHORD funds spent to date £ 3,674,132	External funding / additional income to date £ 662,836	Total spent to date £ 4,336,968

Any further information:

Target timescales update:

		PID approved	FBC complete	Proposed Implementation date	Target Completion
Campbeltown	THI	n/a	Apr '09	Sep '09	Sep '14
	Berthing Facility	June '09	May '13	Jun '13	Apr '14
	Kinloch Road Regeneration	June '09	Apr '10	Nov '10	May '13
Helensburgh	Town Centre and West Bay	June '09	Sep '11	April '13	June '14
	Oban	April '11	*Oban IBC completed Dec '11, short term works in implementation stage, FBC to be developed	Oct '13	Apr '17
Rothesay	THI	June '09	May '10	Apr '11	Apr '16
	Pavilion	June '09	Mar '11	July '15	Dec '16
Dunoon	Waterfront – Phase 1	June '10	Apr '12	Feb '14	Jun '15

(anticipated dates shown in bold)

Issues:

- a. Programme Management – Programme Manager post.

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