

Report of	Record of	Date
Chief Executive (Introduced by Executive Leader)	Executive Member Decision	10 March 2023

Resourcing Major Project Management

Is this report confidential?	No
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Is this decision key?	No
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Purpose of the Report

1. To set out proposals to appoint Trebbi Continuum through the NHS SBS Framework to provide capacity and capability to the management of the council's programme of major capital build projects.

Recommendations

2. To appoint Trebbi Continuum through a direct award through the NHS SBS Framework.
3. To note that the contract will be between South Ribble Borough Council and Trebbi Continuum, but that the work will be shared with Chorley Council. Chorley Council will provide the relevant financial contribution, in line with the Shared Services Agreement.

Reasons for recommendations

3. The council has an extensive programme of major capital build projects planned and in progress. It needs to ensure that these projects are effectively and efficiently managed. This contract will provide the council with capacity and specialist knowledge.

Other options considered and rejected

4. To source resource in an alternative manner. These alternatives are set out and considered in the body of the report.

Corporate priorities

5. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

6. The council has an ambitious programme of major projects that are either planned or already underway. A small internal team provides the internal resource for the management of the projects, supported by external professional and contractor teams. A recent internal audit review and changes to staffing has highlighted a need to improve and strengthen the capacity to manage the programme.
7. To provide support to the internal team, and greater assurance, consideration has been given to approaches that could be taken to rapidly increase the capacity and strengthen the council's approach to the management and delivery of the programme.

Options considered

8. The following options have been considered for expanding the management and delivery of the programme:
 - a. **Recruit permanent staff.** This has been rejected as the required skills are both wide and specialist, and it is unlikely that the council would be able to recruit a multi-disciplinary team of that nature. In addition, even with the economies of scale gained through shared services, it would not be economic to directly employ a permanent multi-disciplinary professional team.
 - b. **Utilise interim staff.** This has been rejected because; it is more expensive, with the likely costs being between £800 and £1,100 per day; less sustainable, as the rapid turnover of interim staff that the council has experienced; and does not provide the spread of professional skills available through the appointment of a company
 - c. **Appoint a company to provide programme management and delivery capacity.** This option was pursued, and more information is set out below.

Selection of company for programme management services

9. An informal exercise was undertaken to test the market and explore the approaches that would be taken by different suppliers. This included receiving proposals setting out the intended approach to delivering the council's requirements, which were:
 - a. Development and management of clear project governance structures for individual projects as well as at programme-level
 - b. Management of multi-disciplinary internal and external teams to support project delivery
 - c. Development and management of reporting and decision-making processes that are appropriate to the programme and recognise the needs of the councils as democratically accountable bodies
 - d. Development and implementation of proposals for a sustainable resourcing structure for the councils' development programme
10. The proposal received from Trebbi Continuum set out a clear methodology for developing clear programme management alongside the delivery of existing projects. Based up the existing projects and pipeline, the proposal sets out a programme of 6 months costing £91,000 based on a blended day rate of £700.

11. A proposal was also received from a second company, which indicated a similar methodology for up to 14 hours a week for two months at a variable day rate between £520 and £1,094.
12. The two companies that submitted proposals were invited to present their proposals and then respond to questions about their approach. The notes from those sessions are set out below.

Trebbi Continuum	Company B
<ul style="list-style-type: none"> • Demonstrated good, clear structure to the governance and programme management • Very experienced team across a range of disciplines • Good and varied experience across local government 	<ul style="list-style-type: none"> • A wholly-owned company of another local council • Experienced in local government operation and reporting • Experience of house building programmes • Limited team capacity, would propose to work with external consultants and can work for 'up to' 14 hours per week • Limited client experience beyond its owner.

Procurement approach

13. While the options available and some market testing has been undertaken, the proposed approach is to appoint Trebbi Continuum through the NHS SBS framework. The framework is available for the council to use for the purposes proposed. It provides an approach to procurement that is compliant with the council's procurement rules.

Shared approach with South Ribble Borough Council

14. The Major Projects team in Commercial Services is shared with South Ribble. The proposed work will be of benefit to both councils across their individual projects. It is therefore proposed that this contract should be shared.
15. South Ribble Borough Council currently has the larger programme of live projects, and therefore it is proposed that the council will contract with Trebbi Continuum and then receive the relevant financial contribution from Chorley.
16. The commission will produce an approach for all of the councils' major projects to ensure they are managed and delivered effectively. The specific projects that will be included are:
 - a. Leyland Town Deal (South Ribble)
 - b. Leisure centres decarbonisation and refurbishment scheme (South Ribble)
 - c. Jubilee Gardens (South Ribble)
 - d. One Public Estate and town centre redevelopment schemes, including depot relocation and redevelopment (Chorley)
 - e. Cowling (Chorley)
17. Given the balance of existing projects, both in scale and number, is weighted toward South Ribble, it is proposed that the costs will be shared on the basis of 70% being paid by South Ribble, with 30% paid by Chorley.

Climate change and air quality

18. The work noted in this report has an overall neutral impact on the Council's Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

Equality and diversity

19. An equality impact assessment has not been undertaken, and is not required for this decision.

Risk

20. This appointment should support the council in mitigating risks the council currently faces, in the delivery of its programme of major projects as it will strengthen their delivery and management.

Comments of the Statutory Finance Officer

21. The commissioning of support in this way represents a cost effective way of obtaining the necessary expertise. The costs of these services will either be capitalised (where possible) or funded flexibly through the Council's existing mix of capital funding which includes revenue reserves.

Comments of the Monitoring Officer

22. The proposed appointment through a compliant framework is compliant with the council's contract procedure rules. The evidence of market testing within the report supports the direct award approach and demonstrates best value with the option being not only the most cost effective but specifically meeting the needs of the council(s).

Background documents

There are no background papers to this report

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Following careful consideration and assessment of the contents of this report, I approve the recommendation(s) contained in Paragraphs 2 and 3 of the report in accordance with my delegated power to make executive decisions.

Alistair Bradley

Councillor Alistair Bradley
Executive Member for Economic Development and Public Service Reform Dated 10/03/23

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.