

Proposed Project Governance Arrangements Cullompton and Wellington Railway Station Project: Phase 1 (SOBC)

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Background

This paper proposes potential governance arrangements for the first phase of the Cullompton and Wellington Railway Station Project, for which the end product will be a Strategic Outline Business Case (SOBC). Governance arrangements are important so as to establish a structure for the project, identify decision making, reporting lines, linkages to wider activities and how stakeholders will interact and participate. It is also important to establish a clear governance structure to drive momentum, achieve progress against milestones and manage work streams.

Agreed governance arrangements would also assist in establishing a consensus over the approach to the project in terms of: respective roles and responsibilities for key aspects of the project, general project management, together with stakeholder engagement.

Work on this project has to date been based on meetings held by the Devon and Somerset Metro Officer meeting with the occasional meeting with MPs. At the last D&S Metro meeting it was decided, in recognition of the respective County Council's (i.e. Devon County Council & Somerset County Council) being unable to commit sufficient time/resource to be the project sponsor, that the two District Councils (Somerset West & Taunton Council & Mid Devon District Council) would undertake this role.

It is considered that the next step in moving this project forward is to establish clear governance arrangements for the first phase of the project; acknowledging that as the project progresses further, the governance arrangements may need to change too. This paper sets out a governance proposal for consideration by the group.

Governance Proposal

The proposed Governance structure, shown in Appendix A, is set up to oversee the development of the Strategic Outline Business Case (SOBC) and initial feasibility. The structure may need to change if the role turns to overseeing delivery of the project.

In some respects the proposed governance structure simply formalises aspects of the current arrangements whilst supplementing them with other elements necessary for taking the project forward. This proposal is considered to provide an appropriate basis for robust decision-making and project co-ordination to take the project through the next stages of its development. These governance arrangements are consistent with established project management good practice.

The various elements are explained in more detail below.

The Project Board

Roles and Responsibilities

The Project Board will have the overall initial responsibility for overseeing the development of the Strategic Outline Business Case (SOBC) for the project. It will be accountable for the success of the SOBC and has responsibility and authority for the project delivery, subject to necessary District Council Cabinet/Executive approvals as project sponsors. It is likely that the Project Board will be required to meet at least three times a year to enable it to be well informed of progress and issues. Key roles and responsibilities are listed below:

- Champion the new stations initiative, its delivery and reporting to respective corporate management teams and elected members to ensure corporate support and buy in;
- Facilitate and promote joined up delivery and to engage with and secure support at a strategic level from key stakeholders and partners;
- Set the overall direction of the project;
- Monitor overall progress & risks;
- Ensure appropriate resources are in place;
- Make decisions on strategic issues and resolve showstoppers; and
- Provide 'upwards' high level liaison into Government bodies.

Composition/Membership of the Project Board

The composition of the Board would largely resemble the membership of the meetings previously held with the MPs. It is proposed that the Membership would include the following representatives:

- SWT Leader/Portfolio Holder
- MDDC Leader/Portfolio Holder
- SWT/MDDC Senior Officers
- SCC Senior Officer/Portfolio Holder
- DCC Senior Officer/Portfolio Holder
- Heart of the South West LEP representative
- Rail Operators

- Passenger Representative
- Network Rail
- Local MPs
- Representative from Wellington TC
- Representative from Cullompton TC

Steering Group

Roles and Responsibilities

The Steering Group will focus on the day to day project management of the SOBC and will manage and implement the project plan. It will identify and oversee the project working groups and to do so effectively is likely to need to meet at least once every 6 weeks to generate and maintain momentum in the project. The group focuses on driving the SOBC forward, including implementing the Project Plan.

The Steering Group will report to the Project Board.

Key roles and responsibilities are listed below:

- Preparation of tender documentation to commission a Strategic Outline Business Case;
- Day to day project management and implementation of the project plan;
- Co-ordination of input from partner organisations and drawing in technical expertise as required;
- Liaison with DfT and potential funding partners;
- Preparation of risk management assessments;

Composition/Membership of the Steering Group

The composition of the Steering Group would be very similar to the current officer group. It is proposed that the Membership would include the following representatives:

- SWT Officers
- MDDC Officers
- Heart of the South West LEP transport representative
- Rail Operators
- Network Rail
- DCC and SCC Officers (as required)

Working Groups

To ensure the project delivers its ambitions, it is anticipated that working groups would be set up, as required, to take forward task and finish technical projects. These working groups would include members of the steering group and would call in assistance from other technical experts as required.

Stakeholder Engagement

The steering group will need to call on others to help develop the project. This will include a range of technical experts and stakeholders. Likely stakeholders would include:

- Technical Rail/Transport Advisors
- Freight Operators
- Western Power
- Environment Agency
- Health & Safety Executive
- Homes England
- Highways England
- Historic England
- Transport Forum (including representatives from business, transport, Sustrans and passenger/road user representatives)

The nature of this engagement will evolve as the projects develop.

Project Sign Off

The lead authorities will need to seek approval on key decisions from their respective Cabinet/Executive.

APPENDIX A

