



SOUTHWOLD HARBOUR LANDS JOINT COMMITTEE

Monday, 26 October 2015

PROJECT MANAGEMENT (REPSHLJC04)

PURPOSE OF REPORT

1. The Southwold Harbour Lands Joint Committee ('the Joint Committee') met on 18 March 2015 in order to consider in detail how best to develop the optimum options for the sustainable, long term, ownership, control and delivery of the Southwold Harbour Lands.
2. The Joint Committee made a series of critical decisions with regard to the future of the Southwold Harbour Lands ('SHL'), including an indicative timetable for the delivery. The combination of the elections in May 2015 and a lack of dedicated project management resource have led to a delay in substantively implementing this transformation project.
3. In order to accelerate delivery for the SHL it is now proposed that dedicated project management resources are recruited by the Joint Committee.

Is the report Open or Exempt?	Open
Wards Affected:	Southwold
Supporting Officers:	Arthur Charvonia, Strategic Director Lesley Beevor, Town Clerk

1 INTRODUCTION

1.1 The Joint Committee successfully led a comprehensive work programme of engagement and consultation during in 2014/15 that culminated in a series of decisions being made at its meeting on 18 March 2015. The Joint Committee agreed:

- 1.2
1. That the legal model for the new governance arrangement should be a charitable company limited by guarantee ('Harbour Trust'), supported by a trading subsidiary.
 2. That the key provisions of the governing document (as set out in Section 6 of Appendix B of the 18 March 2015 report) be approved in principle, subject to further consideration being given to:
 - The name of the new company;
 - Members – including WDC and/or STC being Corporate Members of the Harbour Trust;
 - Trustees;
 - Election of Trustees; and
 - The terms of reference of the Stakeholder Advisory Group.
 3. That the mechanisms for the recruitment, selection and appointment of trustees (as set out in Section 7 and Appendices 2 to 4 of Appendix B of the 18 March 2015 report) be endorsed.
 4. That statutory function of the Harbour Authority should be transferred to the new Harbour Trust.
 5. That the indicative implementation timetable (as set out in Section 15 of Appendix B of the 18 March 2015 report) be endorsed.
 6. That any land / property transfers, creation of the Harbour Trust and transfer of statutory function of the Harbour Authority should take place simultaneously.

1.3 As highlighted in that report there are a number of other aspects that will also require further consideration. These include:

- Members – including WDC and/or STC being Corporate Members
- Trustees
- Election of Trustees
- The terms of reference of the Stakeholder Advisory Group
- The continued role of WDC and STC, as well as the Joint Committee
- TUPE and pension implications
- Whether or not the disposal will be for less than best consideration and if therefore consent will be required from the Secretary of State
- Consideration of long term lease of the assets by WDC and / or STC; or freehold disposal
- Consideration of loan, licence or disposal of other assets
- The development of an appropriate phased transition mechanism so that all income earned by the lands is directly reinvested in the lands, rather than supporting WDC's revenue budget (offset by capital investments)
- Identifying options for optimising investment in and delivery of the Caravan site in line with the adopted Vision

2 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 2.1 Day to day work within the SHL is led by a dedicated team managed by the Harbour Master and Caravan Site Manager. The transformation project has however to date been resourced internally by existing officer support from the Town and District Council, together with external legal support from Winckworth Sherwood Solicitors.
- 2.2 It had been hoped that the recent recruitment of the Head of Communities at the District Council may bring additional internal resource for this project. It has now been recognised however that this project can only be delivered efficiently and effectively if it has its own dedicated project management resource.
- 2.3 It is yet to be determined whether such resource will need to be full-time or part-time. It is most likely that in order to be effective the project manager will need to be flexible with their time, based upon the needs of the project. It is considered prudent that the project manager is recruited for a minimum of 12 months. It is proposed that a budget of upto £40,000 is set aside for this work.

3 OTHER OPTIONS CONSIDERED

- 3.1 Winckworth Sherwood Solicitors could provide a direct project management role but it is recommended that such an approach would be unnecessary and disproportionately expensive.

4 REASON FOR RECOMMENDATION

- 4.1 To ensure that the Joint Committee is able to deliver the decisions that it made on 18 March 2015, and address the outstanding issues still to be considered (as set out in paragraph 1.3) it is considered essential to now recruit dedicated project management.

RECOMMENDATIONS

1. That Waveney District Council appoints a dedicated Project Manager to accelerate delivery for the SHL of the transformation project.
2. That delegated authority be granted to the Strategic Director of Waveney District Council to determine the nature and length of the Project Manager's contract, line management and work pattern.
3. That upto £40,000 be allocated from the SHL account to fund the costs of the Project Manager.

APPENDICES - None

BACKGROUND PAPERS - None