

# Cornwall RFA2 Project Governance Arrangements

## 1. Scheme Name(s)

The scheme name is the Isles of Scilly Link but this is divided into three projects namely:

1. Isles of Scilly Link Harbour Improvements
2. Isles of Scilly Link Vessel Build
3. Isles of Scilly Link Vessel Operator

## 2. Project Management

Roles and responsibilities defined within this document have been developed from those contained within the PRINCE2 Manual. However, for clarity of use within the Council's project environment, some roles have been renamed. These are summarised as follows:

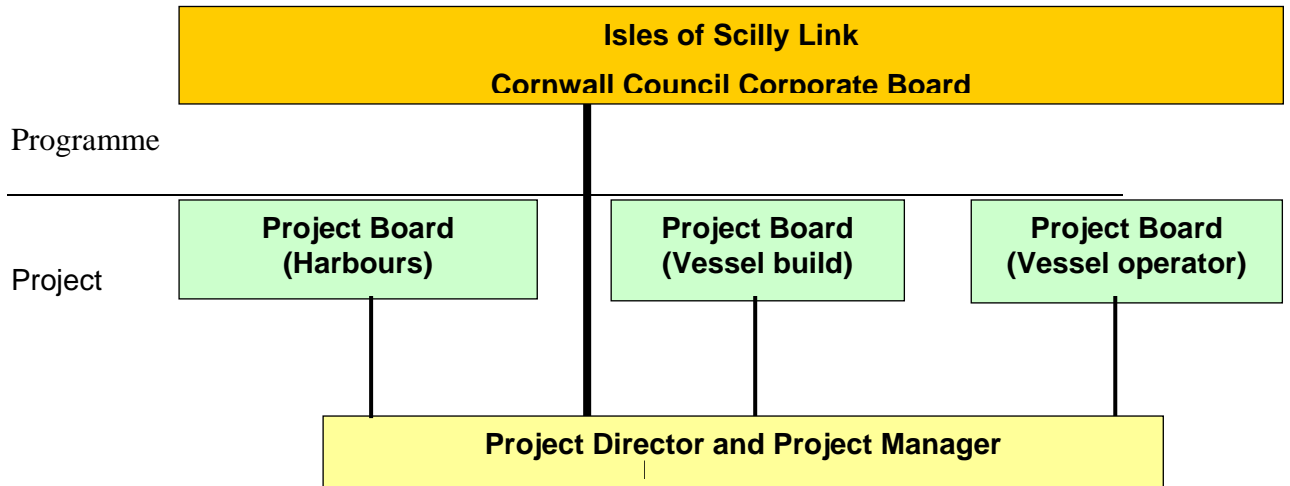
<b>PRINCE2 Terminology</b>	<b>CC Terminology</b>
Executive	Project Director
Senior User	Route Partnership/Political Route Partnership
Senior Supplier (Harbours) – Design and Construction	ECI Director (Birse) Project Manager (Birse)
Senior Supplier (Vessel Build)	
Senior Supplier (Vessel Operator)	
Project Manager	Project Manager
Project Assurance – Project Management & Technical	Contracts Manager
Project Assurance – Business	Special Projects Manager

The Route Partnership comprises Cornwall Council, the Council of the Isles of Scilly, and the Duchy of Cornwall and is concerned with transport issues to/from the Isles of Scilly. Cornwall Council are the accountable body and project manager. The Route Partnership was established in 2003 to steer the projects and meets at key stages as required.

A Political Route Partnership was established in 2009 to provide political direction to the Route Partnership and a flow of communications between the Penzance and Isles of Scilly Councillors. It comprises four members of each Council (Cornwall Council and the Council of the Isles of Scilly).

Decisions will be made by the Council's Committees who will be guided by the Route Partnership/Political Route Partnership.

## 2.1 Management Diagram



A Corporate Board has been established to bring together the key roles, processes and management structures to deliver a programme's desired outcomes. The Corporate Board meets at key stages as required and comprises:

Cornwall Council – Corporate Board	
Corporate Director (Environment, Planning and Economy)	Strategy
Head of Transportation	Executive, Strategy
Project Director	Project Team
Project Manager	Project Team
Group Accountant – Treasurer's Dept	Financial Business Case, funds draw down
Legal Services	Legal and counsel advice*

\* *Legal Services has appointed Bevan Brittan, Richard Mawrey QC – Henderson Chambers and Gerry Facenna QC – Monckton Chambers to support the project.*

The Corporate Board meets monthly but decisions can be made remotely, by phone, as required. The Corporate Board reports to the Cornwall Council Cabinet Committee and is supported by the Portfolio holder for Transport.

The Project Boards convene regularly (nominally monthly) to monitor progress of the scheme, review the project management systems as they are refined and address any issues of significance. The Project Boards are comprised of:

Project Board Harbours		
Cornwall Council	Head of Transportation	
Cornwall Council	Project Director	
Birse Coastal	Operations Director	Senior Supplier 1
Birse Coastal	Commercial Director	Senior Supplier 1

Halcrow Design Group	Director	Supplier to senior supplier 1
<i>Harbours Steering Group meetings also attended by the Project Managers for Cornwall Council, Birse Coastal and Halcrow Design Group</i>		

Project Board Vessel Build		
Cornwall Council	Project Director	
Cornwall Council	Project Manager	
Independant Marine Specialist	Consultant advisor to CCC	
Burness Corlett Three Quays	Naval Architect	Senior Supplier 2
<ship yard>	tbc	Senior Supplier 3

Project Board Vessel Operator		
Cornwall Council	Project Director	
Cornwall Council	Contracts Manager	
Cornwall Council	Project Manager	
Cornwall Council	Treasurers	Financial Business Case
Cornwall Council	Legal Services	Legal
<operator>	tbc	Senior Supplier 4
<i>This board also seeks advise from: Cornwall Council Senior Procurement Officer and Burro Happold Procurement Consultant</i>		

### 3. Risk

Cornwall Council's Corporate Risks are managed through the Council's 'Performance Plus' system. This allows risks to be identified, assessed, mapped, tracked and managed right across the organisation. At Project Level, Risk is assessed and managed through PRINCE 2. Significant risks identified at project level will feed into the Transportation Risk Register and will then be monitored through the Corporate System as well.

Each project has its own Risk Register which establishes a contractual process for managing risk. A project's Risk Strategy details processes for Risk Analysis & Modelling and Risk Monitoring and Review. A full risk review would take place at appropriate stages and additionally would tie in with key milestone activities.

The register is managed by the Project Manager and is reviewed by the Project Boards. Dependant on the work being carried out, sections of the risk register are reviewed by the Core Team, including the named Champions, for approval and comment at the Monthly Progress Meeting. Current live 'top ten' risks are reviewed by the project team at weekly management meetings.

## **4. QA Accreditation**

The standards against which the Environment, Planning & Economy Department, and the key suppliers to the projects, have gained registration include:

- ISO 9001 - Quality Management
- ISO 14001 - Environmental Management
- OHSAS 18001 - Occupational Health & Safety
- Charter Mark
- Investors in People

The Project Executive and the Project Managers adopt the PRINCE 2 Project Management system.

### **4.1 Project management training**

The Transportation Executive, Project Managers, and additional personnel for both schemes are qualified as PRINCE 2 Practitioners. Additionally most Board Members have had PRINCE2 training appropriate to their Board functions.

## **5. Programme Management**

Programmes are managed in accordance with the Departmental management procedures applied to all capital projects and programmes, including regular budget management meetings with key staff from the Councils treasurers unit.

## **6. Best Practice & Innovation**

Use of the PRINCE2 Project management system.

Use of ECI Early Contractor Involvement from the earliest possible stage.