

**28 October 2014**

**Audit and Scrutiny Committee**

**William Hunter Way - Lessons Learned Report**

**Report of:** *The William Hunter Way Lessons Learned Task and Finish Group*

**Wards Affected:** *Brentwood North*

**This report is:** *Public*

**1. Executive Summary**

1.1 This Lessons Learned Report was created by the William Hunter Way Lessons Learned Task and Finish Group of Councillors Clark, Kerlake and Mynott. This report records and shares lessons learned from the William Hunter Way project 2005-2014. The purpose of this report is to:

- Describe the areas where issues arose;
- Propose mitigation against those issues arising again;
- Improve on project delivery standards by adopting proven good practice; and
- Contribute to organisational growth and maturity by effecting long-term improvements in the way the organisation embeds and shares project management best practice

1.2 The themes considered by the group included:

- Project management processes;
- Risk management;
- Resource issues;
- Strategic issues that could be of use to the next William Hunter Way project

**2. Recommendation(s) That:**

**2.1 The report be received by the Audit and Scrutiny Committee;**

**2.2 The report be presented by the Acting Chief Executive to the William Hunter Way Delivery Group; and**

**2.3 A report detailing the implementation of the future actions identified be added to the work programme of the Audit and Scrutiny Committee in October 2015 or at the next meeting thereafter.**

### 3. Introduction and Background

- 3.1 In order to strengthen Brentwood's town centre retail and visitor offer, the Council historically held an aspiration to achieve the redevelopment of the surface car park at William Hunter Way for a high quality, mixed use scheme. The intention was to provide a cinema, large retail units, a food store, housing, and a new multi storey car park, supported by a strong pedestrian link between the new development and the High Street.
- 3.2 The Council entered a Development Agreement with Stockland Halladale UK Ltd in 2007 to develop the site. The Development Agreement contained nine conditions precedent which were originally to be satisfied by the longstop date of 7 December 2013. The responsibility for achieving the conditions precedent laid between the Council and Stockland.
- 3.3 Due to a variety of reasons, centred on the financial return to the Council, the Development Agreement with Stockland was terminated in February 2014. An options analysis was presented to Council on 7 April 2014 where it was resolved that Council would re-market the site for development using a new refreshed development brief.
- 3.4 The Council is currently undertaking a public consultation on the future of the site.

### 4. Issue, Options and Analysis of Options

- 4.1 The group undertook its review in accordance with guidance from the Centre for Public Scrutiny as summarised below.

<p style="text-align: center;"><b>Scope</b></p> <ul style="list-style-type: none"> <li>• To examine the William Hunter Way development project up to 7 April 2014</li> <li>• To prepare a report detailing any lessons learned using the Prince 2 methodology</li> <li>• Presentation of this report to the Audit and Scrutiny Committee</li> </ul>	<p style="text-align: center;"><b>Indicators of Success</b></p> <ul style="list-style-type: none"> <li>• That the review group come to a cross party consensus on its conclusions</li> <li>• That this review report has been made public and debated in an open and transparent way at an Audit and Scrutiny Committee</li> <li>• That future matters relating to the William Hunter Way project can be informed by the publication of this independent review</li> <li>• That the review group are satisfied that they have completed their scope within a reasonable time and used the governance structure at the council appropriately</li> </ul>
<p style="text-align: center;"><b>Methodology</b></p> <ul style="list-style-type: none"> <li>• The group met 7 times</li> <li>• The group prepared a timeline and reviewed documentation</li> <li>• The group conducted discussions</li> <li>• The group proceeded with regard to coming to a consensus</li> </ul>	<p style="text-align: center;"><b>Principles of Effective Public Scrutiny</b></p> <p>This review demonstrated the discharge of the Overview and Scrutiny function at Brentwood Borough Council by:</p> <ul style="list-style-type: none"> <li>• Being led by independent people who take responsibility for their role; and</li> <li>• Providing constructive 'critical friend' challenge</li> </ul>

- 4.2 The findings of the group are presented as Appendix A of this report. During the course of its work, the group found a number of apparent contradictions in the documents made available to it. Due to constraints on time and the scope of the task, it was decided not to investigate those.

## **5. Reasons for Recommendation**

- 5.1 To demonstrate the effective discharge of the Overview and Scrutiny function at Brentwood Borough Council.

## **6. Consultation**

- 6.1 The group met 7 times in preparation of this report. The Audit and Scrutiny Committee will receive this report on 28 October 2014.

## **7. References to Corporate Plan**

- 7.1 The priority area *A Prosperous Borough* provides the 2013-14 action to: '*Deliver the William Hunter Way development scheme*'.

## **8. Implications**

### **Financial Implications**

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- 8.1 The financial implications of '*Overview and Scrutiny*'<sup>1</sup> recommendations would only be assessed if those recommendations were to be accepted by the decision maker (Council, Committee, Sub Committee or an Officer). Should recommendations be accepted by a decision making body, a separate report may be produced by that body to enact those recommendations.

### **Legal Implications**

**Name & Title: Chris Potter, Monitoring Officer and Head of Support Services**

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- 8.2 A successful overview and scrutiny function makes recommendations to the Council's decision making bodies.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 8.3 None.

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<sup>1</sup> As per the Local Government Act 2000

**9. Background Papers** (include their location and identify whether any are exempt or protected by copyright)

9.1 Publicly available reports on William Hunter Way are available on the Council's website.

**10. Appendices to this report**

- Appendix A – Lessons Learned

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