

Report to: Cabinet



Date of Meeting 3 January 2024

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Setting up a project Board for Feniton Flood Alleviation Scheme and a project board for the Exmouth Beach Management Plan (BMP) Project

Report summary:

Feniton Flood alleviation Scheme (FAS) offering improved flood resilience to over 60 properties is due to start on site in 2024. To aid delivery of the project, the report outlines and proposes the setting up of a project board.

Exmouth BMP is a project to study the physical beach and provide recommendations to best manage the beach into the future to maintain sand levels and good amenity value. To aid delivery of the project, the report outlines and proposes the setting up of a project board.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

- 1) That cabinet agree to the setting up of a Feniton FAS project board as outlined in the report to be able to make swift decisions to aid project completion.
- 2) That cabinet agree to the setting up of a Exmouth BMP project board as outlined in the report to be able to make swift decisions to aid project completion.

Reason for recommendation:

- 1) Currently, as per the project management policy at EDDC, unless otherwise appointed, SLT act as the project board, responsible for making quick decisions to keep the respective project. SLT meet fortnightly, and are not familiar with the project's details, so a bespoke group able to meet on demand who are familiar with the project's details would be beneficial for project progress and making swift decisions.
- 2) As above

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Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination

- Communications and Democracy
- Economy
- Finance and Assets
- Strategic Planning
- Sustainable Homes and Communities
- Culture, Leisure, Sport and Tourism

Equalities impact Low Impact

Climate change Medium Impact

Risk: Medium Risk; There are reputational risks to EDDC

Links to background information

[Feniton FAS Project Board's roles and responsibilities - Appendix 1](#)

[Exmouth BMP Project Board's roles and responsibilities - Appendix 2](#)

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
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Report in full

1. Feniton Flood Alleviation Scheme

1.1. Feniton Flood Alleviation Scheme (FAS) Background

Flooding in New Feniton has been an issue since the development was built in the late 1960s; with flooding occurring every year and internal flooding every 2 to 3 years.

The biggest well recorded event was in late October 2008 when there was serious flooding in the main estate. This event resulted in the internal flooding of 58 properties with flood depths of up to 1.0m.

A Scheme was designed in 2015 and updated to current design guidance in 2023. The scheme will provide protection to 72 properties at risk of flooding (this includes 63 properties which are currently considered at very significant risk) and peace of mind for the whole community of Feniton. The scheme has been split into 4 phases, consisting of

- Phase 1 – bypass channel downstream of the railway to take the increased flows from the new culvert.
- Phase 2 – property level resilience measures of downstream properties.
- Phase 3 – undertrack crossing (UTX) of the Exeter to Waterloo line.
- Phase 4 – completion of culvert linking the whole scheme together.

Phase 1 and Phase 2 were completed in 2016. Phase 3 was completed in Autumn 2022. Phase 4 is due to start in Spring 2024

1.2. Setting up a Project board – See appendix 1 for further information.

- 1.2.1. Currently Feniton FAS does not have a project board, with large decisions needing to be made by SLT as per the current project management procedures.
- 1.2.2. SLT meets fortnightly, not reactively to issues, and includes other functions with little responsibility for the FAS. Therefore, it is not best placed to deliver quick well-informed decisions for the project.
- 1.2.3. The project board will be based on a similar set up to the Sidmouth and East Beach BMP Project Board.

1.2.4. Responsibilities of the Project Board

- 1.2.4.1. Oversee the delivery project, in accordance with the aims of the project.
- 1.2.4.2. Manages the Projects Risk (see Appendix 1, 4.2)
- 1.2.4.3. Sits below senior manager who reports the Project Board's activities to Cabinet and makes decisions it is permitted to under the delegated authority set out by EDDC documents.
- 1.2.4.4. Documents decisions made,
- 1.2.4.5. Able to set up sub-groups to discuss technical matters. For example, a commercial group during the tendering of contracts phase.
- 1.2.4.6. Make decisions in accordance with the relevant scheme of delegation.

1.2.5. Position of Project Board within project structure

- 1.2.5.1. EDDC, as Risk Management Authority (RMA), has permissive powers to carry out the project should it wish to. It is the lead on the project.
- 1.2.5.2. EDDC delegates responsibility for delivering the project to a senior manager (in accordance with its scheme of delegation).
- 1.2.5.3. That senior manager oversees the delivery of the project. This is best done through or with the assistance of a project board, chaired by the senior manager.
- 1.2.5.4. That senior manager or the project board delegate (when required) responsibility for managing the project to a project manager (in accordance with the Council's scheme of delegation and if necessary, with clarification by the senior manager about the scope of decisions the project manager may make for the timely and effective management of the project)
- 1.2.5.5. Any decisions made by the project manager will be reported to the Project Board.

1.3. Proposed Membership

The core membership will consist of:

- Project Executive: Assistant Director EDDC
- Project Sponsor: A council Member
- Project Primary Partner: Environment Agency Officer
- Project Manager: EDDC officer

The Project Executive will chair the project board.

Further membership roles to be added if required.

- Principle Designer (Required by (Construction Design Management) CDM regulations to advise on safe construction/operation.

- Environmental/ lead if required.
- Consultant once appointed.
- Contractor once appointed.
- Representative of Feniton Parish Council
- Representative of Ottery St Mary Town Council
- Another member at the Chairs discretion

1.4. Recommendation to set up a Project Board

It is recommended that Cabinet support the setting up of the project board as outlined in the section, to enable quick decisions to be made to ensure project is delivered swiftly and efficiently.

1.5. Project Programme Update

- 1.5.1.** The project is currently due to start on site in Spring 2024, with enabling works already completed in anticipation.
- 1.5.2.** The finalised programme is not available at the time of drafting this report but should an updated or finalised programme be available when this paper is taken to cabinet, an update will be given verbally to be noted in the minutes.

2. Exmouth BMP

2.1. Exmouth BMP Background

- 2.1.1.** It is good practice for Local Authorities to commission up to date Beach Management Plans (BMP) on significant beaches to understand their behaviour over time and weather cycles and their management to ensure they perform their function as a natural coastal defence and amenity.
- 2.1.2.** Exmouth BMP was last updated in 2015, so is overdue an update.
- 2.1.3.** The beach is also experiencing some dramatic changes, which may have an impact on amenity and use of the beach.
- 2.1.4.** A consultant has been appointed to deliver the BMP and has recently started work, with public consultation planned to help drive the project forward.
- 2.1.5.** The aim is a document produced to aid the management of the beach going forward and suggest if any engineering solutions could be funded and provide benefit.

2.2. Setting up a Project board – See appendix 2 for further information.

- 2.2.1.** Currently Exmouth BMP does not have a project board, with large decisions needing to be made by SLT as per the current project management procedures.
- 2.2.2.** SLT meets fortnightly, not reactively to issues, and includes other functions with little responsibility for the BMP. Therefore, it is not best placed to deliver quick well-informed decisions for the project.
- 2.2.3.** The project board will be based on a similar set up to the Sidmouth and East Beach BMP Project Board.

2.2.4. Responsibilities of the Project Board

- 2.2.4.1.** Oversee the delivery project, in accordance with the aims of the project.
- 2.2.4.2.** Manages the Projects Risk (see Appendix 2, 4.1)
- 2.2.4.3.** Sits below senior manager who reports the Project Board's activities to Cabinet and makes decisions it is permitted to under the delegated authority set out by EDDC documents.
- 2.2.4.4.** Documents decisions made,
- 2.2.4.5.** Able to set up sub-groups to discuss technical matters. For example, a commercial group during the tendering of contracts phase.

2.2.4.6. Make decisions in accordance with the relevant scheme of delegation.

2.2.5. Position of Project Board within project structure

- 2.2.5.1. EDDC, as Risk Management Authority (RMA), has permissive powers to carry out the project should it wish to. It is the lead on the project.
- 2.2.5.2. EDDC delegates responsibility for delivering the project to a senior manager (in accordance with its scheme of delegation).
- 2.2.5.3. That senior manager oversees the delivery of the project. This is best done through or with the assistance of a project board, chaired by the senior manager.
- 2.2.5.4. That senior manager or the project board delegate (when required) responsibility for managing the project to a project manager (in accordance with the Council's scheme of delegation and if necessary, with clarification by the senior manager about the scope of decisions the project manager may make for the timely and effective management of the project)
- 2.2.5.5. Any decisions made by the project manager will be reported to the Project Board.

2.3. Proposed Membership

The core membership will consist of:

- Project Executive: Assistant Director EDDC
- Project Sponsor: A council Member
- Project Primary Partner: Environment Agency Officer
- Project Manager: EDDC officer

The Project Executive will chair the project board.

Further membership roles to be added if required.

- Principle Designer (Required by (Construction Design Management) CDM regulations to advise on safe construction/operation.
- Environmental/ lead if required.
- Consultant once appointed.
- Contractor once appointed.
- Representative from Exmouth Town Council.
- Another member at the Chairs discretion

2.4. Recommendation to set up a Project Board

It is recommended that Cabinet support the setting up of the project board as outlined in the section, to enable quick decisions to be made to ensure project is delivered swiftly and efficiently.

Financial implications:

The recommendations in this report have no direct financial implications.

Legal implications:

The project board will, alongside the Assistant Director, oversee implementation of the project and ensure matters stay on track. Any decisions that need to be made will either be referred to the Cabinet or taken by the Assistant Director where they have sufficient delegated authority.