

Meeting of:	Cabinet
Date of Meeting:	Thursday, 26 March 2026
Relevant Scrutiny Committee:	Place Scrutiny Committee
Report Title:	Project Management and Delivery Co-ordination
Purpose of Report:	To update on proposals to strengthen Project Management and delivery across the Council by through the appointment of a Lead Project Management Co-ordinator and Head of Regeneration for the Council as a secondment / interim opportunity for up to 2 years
Report Owner:	Deputy Leader and Cabinet Member for Sustainable Places
Responsible Officer:	Director of Place
Elected Member and Officer Consultation:	No Member consultation has been undertaken due to the nature of this report Strategic leadership Team Legal Services – Committee Reports Operational Manager Accountancy
Policy Framework:	This is a matter for Executive decision by Cabinet
Executive Summary:	
<ul style="list-style-type: none"> • Following the review of the Strategic Leadership Team in 2021/22 and other subsequent reorganisations such as the move to a Corporate Landlord model, this report sets out proposals to strengthen project management and delivery across the Council through a new reporting structure and new ways of working. • The report also advises on proposed changes to bring the management and co-ordination of major projects across the Council (including Sustainable Communities for Learning, Housing delivery, Transport Planning, Active Travel and Engineering Projects) into an expanded Project Management Unit. • The report sets out how these changes will introduce a role of Lead Project Management Co-ordinator and Head of Regeneration (LPMCHR) to the Council and how the Project Management activity will be structured to support the Councils wider project delivery function. 	

- The proposed Project Management Unit arrangements relate solely to project-level reporting, co-ordination and standardisation, and does not alter the statutory, strategic, or operational responsibilities of or within other directorates. Existing roles for accountable officers for delivery and strategy within their portfolios remains unchanged.

Recommendations

1. That Cabinet considers the contents of this report.
2. That Cabinet endorses the proposed approach to strengthening project management and agrees the creation of an evaluated Lead Project Management Co-ordinator and Head of Regeneration (LPMCHR) post to include the option of a two year secondment opportunity in the first instance to be determined by the Senior Management Appointments Committee.

Reasons for Recommendations

1. To update Cabinet on the proposals to make changes within the Place Directorate and consolidate a place-based approach to major projects delivered across other directorates within the Council, primarily across Learning and Skills and Environment and Housing.
2. To ensure the Council has the necessary strategic leadership and co-ordination to deliver major capital and regeneration projects at pace with improved resilience and to allow timely progression of the structural changes required, ensuring that appointment to the new evaluated role is undertaken in accordance with the Council's established procedures and determined by the Senior Management Appointments Committee.

1. Background

- 1.1 The Director of Place and the recently appointed Director of Environment and Housing have been working with the Chief Executive, Strategic Leadership Team and relevant Directorate Management Teams to identify changes to structures and ways of working across the Council to support delivery of major projects on time, maximise funding streams, deliver greater impact and to build capacity and resilience within and across service areas.
- 1.2 Following consideration of the structure within parts of the Place Directorate and with other areas across the Council, this report sets out proposals to reshape the way in which the Regeneration team and current Project Management Unit (PMU) operates and how additional capacity will be introduced, with associated changes to reporting lines specifically for project development.
- 1.3 The PMU is currently part of the Place Directorate and consists of 4 officers, (2 major project managers and 2 project managers). The team manages delivery of key projects and schemes across the Council including for example, Penarth Older Persons Housing, various regeneration schemes such as the Western gateway scheme in Barry, the recent Five Mile Lane improvements and in the past the sale of former school sites to support the then 21 Century Schools programme. However currently there are a number of client-facing, project delivery teams based across the Council and based in various departments, including Housing, Learning and Skills, Neighbourhood Services and Transport

Services. Each of these teams act as project managers for key Council project delivery for the Council but are generally acting in isolation and this can lead to issues of capacity and resilience and in some cases staff retention issues due to a lack of potential progression and development opportunities.

- 1.4** The creation of a co-ordinated project management function supports the Council's Well-being Objective 5 ('Being the Best Council We Can Be'), enabling improved governance, more efficient use of resources, and stronger workforce development. The PMU model creates a more resilient approach to major project delivery, supporting the Council's transformation and financial sustainability commitments under the Reshaping Programme.

2. Key Issues for Consideration

- 2.1** The PMU within the Place Directorate is supporting the delivery of key projects relating to regeneration, housing, neighbourhood services and transport as well as supporting Social Services. The PMU is increasingly important to the Council in the delivery of these key projects, but capacity, project continuity and resilience across the various directorates remain an issue.
- 2.2** The PMU arrangements would not assume responsibility for the strategic oversight of Environment and Housing, Learning and Skills or Social Services or usurp the relevant strategic needs & priorities of those Directorates. Delivery accountability, staffing, and resource decisions would remain within these service areas, working alongside the PMU. The PMU's role is to provide co-ordination, resilience, consistency of reporting, and maximising impact across key Council and corporate priorities, including mechanisms for support and engagement, where this adds value.
- 2.3** It is also important to note that separate specific project teams are located throughout the Council in areas such as housing delivery and education, (Sustainable Communities for Learning). Resilience and continuity remain an issue for all these separate teams.
- 2.4** This report sets out a proposal to strengthen project reporting, governance and co-ordination, leveraging a place-based approach to project management, to bring together the governance, prioritisation and co-ordination of major project delivery functions under a consolidated PMU framework. This will form a more resilient and hybrid basis for taking forward projects, which would also have greater capacity and include significantly increased expertise across the physical project management function. It is proposed to include major schemes of work within the Sustainable Communities for Learning (SCL), Housing delivery (HD), Social services projects and Environment and Housing schemes) within the project reporting and co-ordination structure led by the PMU. Staff will continue to be line-managed within their existing departments, while project-level reporting will flow through the PMU to ensure consistency, prioritisation and organisational alignment.

- 2.5** The inclusion of project delivery within the consolidated reporting framework refers to visibility and cross-Council alignment. It does not represent a transfer of management, oversight, or responsibility from their respective directorates.
- 2.6** It is also proposed to bring the management of Regeneration (including placemaking), landscape design and the S106 function under the extended PMU given the very close synergies and links to capital expenditure in public realm and public spaces. These changes also strengthen the Council's capacity to deliver on its placemaking commitments under Vale 2030, ensuring alignment between regeneration activity, capital investment, and the wider well-being objectives.
- 2.7** This approach to Council-wide project management would allow the Council to build capacity and resilience as well as a cross-cutting place-based approach. It should also aid recruitment and retention and allow the organisation to deliver projects more efficiently and in a prioritised way.
- 2.8** To provide a strong project management structure across the Council, a new proposed post of Lead Project Management Co-ordinator and Head of Regeneration (LPMCHR) at an evaluated Head of Service level would be created, including the option of an internal 2 year secondment, to be determined by the Senior Management Appointments Committee. The new LPMCHR role relates to prioritisation, standards, reporting and alignment with Vale 2030, and would act as the corporate head of project governance and major project co-ordination being delivered alongside the Council's wider Regeneration and Place making role.
- 2.9** The proposals do not involve any other restructuring across Environment and Housing, Learning and Skills, Social Services or Corporate Resrouces delivery teams, nor do they propose the movement of staff between directorates. The intention is to preserve specialist expertise while strengthening cross-Council co-ordination where it adds value.
- 2.10** The LPMCHR role is designed to improve the Council's project governance, consistency, and resilience. It will support co-ordination of major projects across directorates, setting corporate standards, improving prioritisation and alignment with Vale 2030, and enabling delivery teams within directorates to focus on their specialist functions. It does not replace Heads of Service/OM responsibilities or replace existing delivery frameworks and partnerships, but strengthens the operating model that supports them, and provides an appropriate mechanism.
- 2.11** The LPMCHR would also therefore be responsible for management of regeneration projects originating in the Place Directorate with the Operational Manager for Regeneration reporting to the new post.

2.12 The objective of these changes is to:

- Build capacity to deliver on key areas of project delivery activity such as regeneration, education (SCfL), engineering and housing delivery and support for Social Services capital programme.
- Reflect the desire to develop further inter-directorate ways of working and focus on a Place based approach.
- Reduce the number of operational level reports to the Director of Place.
- Bring significant benefits in terms of staff retention, development and skills sharing as well as added resilience to each of the teams through the creation of one overarching project governance and accountability structure which should allow for the teams to plan strategically for future developments.
- By initially taking this forward as a secondment, it will enable the organisation to make progress quickly and establish the success or otherwise of such an approach before further consideration is given to the merits of the new arrangement on a long-term basis. In the same way, any other revisions to the structure of the organisation can have regard to this post as work is progressed as part of the Target operating model of the Reshaping Programme.
- The co-ordinated PMU model also creates new opportunities for staff across the Council. It provides clearer pathways for progression within project-related roles, enhances succession planning, and supports skills development by enabling officers from different directorates to work alongside one another on complex and strategic projects. This cross-Council collaboration will help to retain specialist staff, broaden experience, and develop a more resilient pool of project management capability that benefits all services, aligned to the aims and ambitions in the Council's People Strategy.

2.13 Currently the two senior Project Managers in the PMU who are at Operational Manager grade, report to the Director of Place and in other project delivery function across the Council separate management structures are in place but the expertise in project delivery rest specifically in those teams.

2.14 The new structure will improve project delivery for client departments by freeing up time for the teams to pursue their complex workload and to manage the workload of the teams themselves.

2.15 The new LPMCHR will improve project delivery by providing strategic oversight, co-ordination and governance, enabling PMU and delivery officers to focus on the operational delivery of projects and strategic focus to the delivery of each of the important projects, such as schools, housing and regeneration schemes, by allowing PMU and delivery officers to spend the necessary time delivering the workload at that level.

- 2.16** The new post (and associated PMU) will allow for more effective succession planning and resilience within the virtual team and will limit the risk associated with recruitment problems.
- 2.17** The new post will have a clear responsibility associated with the Council's investment fund and strategy.
- 2.18** The new post holder will also play a key role in delivering against both the recent UK Government grant awards of funding for Levelling Up (Barry Making Waves) and the Long-Term Plan for Towns, which together total £40m in funding.
- 2.19** In approving the Council's revenue budget for 2023/24, Council awarded a temporary cost pressure for one year to support the Creative Communities team additional directorate capacity in the PMU. The additional capacity outlined in this report has been achieved within the budget provided and it is intended that an element of this funding be used to cover the cost of the new LPMC position with the remainder funded through the existing income generating activities of the PMU (through claims of technical salaries against capital and revenue schemes and specific grant) alongside an element of claim from the virtual teams.

Engagement, Consultation and Communication

- 2.20** These proposals have been formulated following a period of engagement with teams across both the Place and other Directorates, considering the financial and strategic environment within which the Council is operating and with a focus on what is required to place the directorate and Council in a position to continue to deliver quality projects for internal and external partners.
- 2.21** The proposals outlined above have been discussed with the Place Directorate Management Team. The Management Team have expressed their support for the LPMCHR post and the ways of inter-directorate working. The proposals have already been considered by the Directors and Heads of Service affected in Environment and Housing and Learning and Skills and the structure reflects issues and concerns raised.
- 2.22** Consultation was not formally required as there are no changes being made to existing posts. However, it was consistent with the Council's values to consult with those colleagues within the existing PMU who are currently directly line managed by the Director. Feedback was very positive from these staff, and it was a useful and worthwhile process.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** These proposals have been developed to ensure the Council is in a strong position to realise the ambitions of the Corporate Plan and Annual Delivery Plan. The Directorate is a key enabler for the delivery of the Council's wellbeing objectives and these proposals are directly linked with the capacity and capability to devise, develop, and deliver the Council's strategic agenda.

- 3.2** The new directorate structure is intended to put the Council in a strong position in the longer-term, with existing resources being repurposed to provide a sustainable structure. The new operating model demonstrates an integrated approach to service delivery, with complementary areas of the organisation working together collaboratively to deliver key projects.

4. Climate Change and Nature Implications

- 4.1** The Place Directorate is responsible for key areas of Council activity, including the strategic priorities contained in the Annual Delivery Plan. The proposals set out in the report include strengthening the capacity and strategic management for Project management across the Council and this includes supporting Project Zero. In addition, a key part of project delivery includes reducing Council's carbon footprint.

5. Resources and Legal Considerations

Financial

- 5.1** The financial implications of these proposals are outlined in the main body of the report and will be met within existing resources.

Employment

- 5.2** The main employment implications are outlined in the body of the report.
- 5.3** The post of LPMC will be progressed as an evaluated management role in accordance with the Council's established procedures. The Council's Senior Management Appointments Committee will determine the recruitment approach, as permitted within the Council's framework.

Legal (Including Equalities)

- 5.4** There are no direct legal implications associated with this report. The proposals for changes to the structure as described in this report are intended to strengthen the Council's Corporate Equalities function.

6. Background Papers

Cabinet, Review of SLT Structure, 13 September, 2021

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2021/21-09-13/Review-of-SLT-Structure.pdf>

Council, Review of SLT Structure, 28 September, 2021

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Council/2021/21-09-28/Ref-from-CPR-Review-of-SLT.pdf>