

# LOCAL PARTNERSHIPS

The public sector delivery specialists

## CASE STUDY

Supporting transport and infrastructure projects



We have recently supported local authorities and delivery partners to progress a range of high value transport projects and keep them on track for delivery. Our support has included help to resolve contract issues, support with procurement processes, programme and project management and capacity building

### Our recent work includes the following examples:

**1. An authority in the north of England requested immediate support and advice to resolve difficulties with a major transport procurement exercise. The tendering process initially indicated strong interest from a number of major design and build contractors but as the procurement process started there was a steady loss of tenderers and no compliant bids were received.**

**Our approach** – at very short notice we identified and assembled market specialists from our own team and extensive network of associates. We worked with the client to identify the issues and developed an appropriate workshop structure to work through them. We then provided expert input and facilitated

the one day event. The work focused on recovery options to establish a robust procurement and minimise lost time to protect grant funding.

**Outcome** – the agreement of a clear set of guiding principles which allowed the authority to successfully reset the procurement and wider project.

**Skills deployed** – different approaches to procurement; use of frameworks and contracts; advice on supplier and market engagement; project and programme management; unlocking constraints.



## **2. An authority in the Midlands was experiencing serious contractual difficulties on a major transport scheme.**

**Our approach** – through our work across England, we were aware of several other authorities undertaking similar schemes who were also experiencing problems with their projects.

Recognising that there were likely to be common causes underlying those problems, we brought together transport and programme management specialists to design and deliver a workshop to establish the nature of the issues and if any lessons could be learnt. The resulting paper, which highlighted risk and “dos and don’ts”, was circulated to a number of authorities undertaking similar schemes.

**Outcome** – a much greater awareness of areas of significant risks with certain transport schemes which allowed the project teams to take steps to avoid the potential problems, saving money and time.

**Skills deployed** – transport expertise; project and programme management; contract management; collaboration and partnership working; general contract expertise and specialist expertise in the specific contract being used.

## **3. Work with a group of authorities on a number of related transport schemes.**

**Our approach** – we provided contract advice and project and programme support at key points in the procurement process. We provided baseline data and up to date information on issues on similar schemes which allowed the authorities to make a realistic assessment of the state of their schemes. We also advised on a range of other issues such as stakeholder management, risk management and project planning.

**Outcome** – our support helped the schemes move forward more quickly and effectively. In particular we helped the authorities define the key risks that were threatening the schemes and develop mitigation strategies.

**Skills deployed** – contract management; procurement advice; project and programme management; collaboration and partnership working.

#### **4. A southern authority had a major transport scheme in construction and was experiencing contract difficulties of major time delays and cost overruns.**

**Our approach** – we assembled a team that included specialists with specific recent experience of similar transport schemes and the type of contract being used. We then worked with the authority team to identify ways to improve the management of the contract and the relationship with the supplier.

**Outcome** – we provided a number of recommendations to assist the authority and enable them to better manage the contract and protect the authority's interests in potential future contract claims.

**Skills deployed** – contract management; relationship management; collaboration and partnership working; specific knowledge and understanding of standard contracts in use in local government and on this specific scheme.

#### **5. A large authority in eastern England was experiencing repeated slippage in the delivery of transport schemes. This was starting to impact its growth and regeneration ambitions as well as those of its partners.**

**Our approach** – in a very short timescale, we assembled a team of transport and commercial and contract experts, who initially undertook a high level diagnostic review to identify issues and short term opportunities. This was used to inform a forensic level examination of a representative range of schemes which allowed us to evidence our view of the overall status of the programme. Whilst the picture was improving, the programme was still behind reported progress and there was evidence that the gains made were at the expense of planning for future years. This raised the risk of a repeating cycle of slippage in later years.

**Outcome** – the work is ongoing, but includes recommendations to improve the long-term capacity and capability of the capital programme team and a package of support to address the skills gap.

**Skills deployed** – transport expertise; programme and risk management – particularly of large infrastructure programmes; contract management and financial planning; relationship management; collaboration and partnership working.



Local Partnerships is jointly owned by



### **Local Partnerships, the public sector delivery specialists**

Local Partnerships, Local Government House, Smith Square, London SW1P 3HZ  
020 7187 7379 | LPenquiries@local.gov.uk | @LP\_localgov | localpartnerships.org.uk