



# **Rhyl Regeneration Programme Board**

## **Programme Definition Document**

## **1. Introduction**

This Programme Definition Document will help you understand how the Rhyl Regeneration Programme Board operates and how it monitors the Rhyl Regeneration Programme priorities, including the structure which will support the Programme Board.

## **2. Executive Summary**

The Rhyl Regeneration Executive Group was re-established as the Rhyl Regeneration Programme Board with new governance arrangements in July 2020. The focus of the programme is primarily on regenerating the Town Centre, whilst continuing as necessary, with other regeneration projects across the town.

The Programme Board will manage the Council's contribution to the delivery of the Town Centre Vision along with any related Council led regeneration projects in the town. The Town Centre Vision is a comprehensive "masterplan document" which has gone through extensive consultation and has now been adopted by the Council. This Vision will underpin the regeneration of the town centre for the foreseeable future.

### **2a. Programme Board Interdependencies**

- Working Denbighshire Strategy
- Flood defence schemes
- Climate and Ecological Change Strategy
- Local Development Plan
- Tourism Strategy
- Other strategies, e.g., Regional Growth Deal, Housing.
- Partners and associated Strategies.
- Public Service Board Denbighshire / Conwy.
- Dependent Projects.

### **2b. Programme Board Main Outcomes & Benefits**

The Rhyl Regeneration Programme Board has responsibility for overseeing the strategic direction and delivery of the Rhyl Regeneration Programme for Denbighshire County Council.

With a focus on the delivery of Regeneration schemes within the Town Centre on which Denbighshire leads.

The Programme Board will work with County Council services, programmes and projects which contribute to the overall ambition of the Regeneration Programme.

The Rhyl Regeneration Programme Board is aligned to the vision and indicators of the Prosperous Denbighshire theme within the Corporate Plan. It also seeks to address the factors of deprivation that place seven of the 16 LSOAs in Rhyl in the top 10% of deprived LSOAs in Wales by improving the indicators that feed into the WIMD rankings. The WIMD incorporates the following eight domains:

- Income
- Employment
- Education
- Health
- Housing
- Community Safety
- Access to services<sup>1</sup>
- Physical environment

The Rhyl Regeneration Programme will also make contributions to the Corporate Plan by:

- Developing new town centre housing targeted at younger people;
- Bringing redundant space back into commercial and residential use;
- Supporting the creation of an attractive town centre environment that supports economic prosperity;
- Improving the connection between residents and their town centre, shops, services and employment opportunities;
- Developing town centres as places where young people want to live and work;
- Enabling local people to plan and shape the future of their town centre.

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<sup>1</sup> the only domain for which Rhyl *doesn't* feature in the top 10\* of most deprived LSOAs in Wales

### **3. Vision and Purpose for the Programme Board**

#### **3a. Programme Vision**

The Programme Board is required to drive forwards the regeneration in Rhyl through a coordinated approach to ensure effective delivery of existing projects, to identify gaps and opportunities and to drive forward new initiatives. It will be responsible for identifying projects and for acquiring and scheduling appropriate resource.

All recommendations made and activities undertaken will take into account the Sustainable Development Principle from the Well-being of Future Generations (Wales) Act 2015. This is designed to improve long term outcomes as they will deliver better value for money (prevention, integration, and collaboration principles); empower residents and design services around them (involvement principle). In line with DCCs goal to become net carbon zero and ecologically positive, decisions made will have regard to tackling climate and ecological change.

#### **3b. Programme Purpose**

The Programme Board will utilise the corporate programme / project management methodology to ensure a strong focus on achievement of outcomes and associated benefits for the Rhyl Regeneration Programme.

At the highest level, the Programme Board is responsible for:

- Clearly and consistently communicating the programme vision, particularly the desired outcomes.
- Co-ordination of a number of projects and their interdependencies in pursuit of the vision.
- A focus on managing the overall benefits of all interventions and the internal and external threats to their achievement.
- Providing a coordinated approach to the prioritisation of pipeline projects and providing a steer on future funding and investment priorities.

## **4. Governance Principles and Management**

### **4a. Delivery Approach**

The Programme Board will not replace any governance structures already in place, it will instead provide guidance and direction to deliver the overarching vision. The Programme Board may set projects in motion by providing a mandate from the top down. Each of the constituent projects has sought or will seek approval through appropriate governance structures and where necessary, bids to external agencies for funding using the required business case process.

The approach is designed to ensure that priorities cascade via the programme into a coherent set of projects designed to enable delivery of the outcomes and associated benefits.

Projects within the scope of the Programme Board will be developed, managed and implemented by nominated project managers with support from the Programme Board. Formal delivery will be undertaken following methodology from Managing Successful Programmes and Prince-2 Project Management, consisting of a Project Brief (including Well-being Impact Assessment), Business Case and Highlight Reports to ensure a strong focus on achievement of outcomes and associated benefits.

### **4b. Programme Board Members**

The Programme Board will comprise members as below:

- Corporate Director: Economy and Environment (Chair)
- Head of Planning, Public Protection and Countryside Services
- Head of Highways and Environmental Services
- Head of Communities & Housing
- Head of Corporate Support Service: Performance, Digital & Assets
- Lead Officer: Corporate Property (Corporate Landlord)
- Works Unit and Streetscene Manager
- Lead Officer: Housing Development
- Traffic, Parking and Road Safety Manager

- Public Protection, Regeneration & Economic Development Manager
- Communications and Campaign Management Team Representative
- Finance Representative

#### **4c. Roles and Responsibilities**

##### **Programme Board (collective)**

In order to achieve its purpose, the Programme Board must provide oversight and direction to ensure co-ordinated and effective delivery of Regeneration activities. In undertaking this role the Programme Board will need to:

- Deliver the agreed programme through structures which are proportionate to the task.
- Devise a programme of work that will deliver the ambitions of the programme.
- Ensure that money is not wasted on projects that do not deliver benefits.
- Ensure that limited resources are prioritised to deliver maximum benefits.
- Communicate progress with stakeholders through a communication and engagement plan.
- Agree key benefits that will provide strategic direction.
- Agreeing actions to overcome obstacles.
- Provide positive challenge to direction of projects.
- Agree way forward for projects where exceptions occur which may include requiring an early project closure.
- Managing the programme through regular reporting on progress and referring to other structures within the Council for approval where required.
- Conducting periodic tranche reviews of the Programme Board and all activities as and when required. Tranche reviews will evaluate the effectiveness of the Programme Board and build confidence amongst all stakeholders. It will also offer opportunity to review activities are on track to delivery, and any need to change our ambitions.
- Manage Programme risk.

- Ensure that projects respond to emergent evidence and changes in the political and operational context.

## **The Programme Responsible Owner**

This role will be undertaken by the Corporate Director for Economy and Environment. The Senior Responsible Officer has responsibility to:

- Ensure the Programme Board stays focused on achieving the vision.
- Ensure communication of the Programme vision and outcomes.
- Ensure that the Programme remains aligned with the Corporate Plan outcomes.
- Ensure that the benefits envisaged by the Programme are realised.
- Report progress to the Senior Leadership Team (SLT) as required.
- Provide a link with service areas to direct and manage projects, risks, issues, decisions.
- Chair and provide strategic management support to the Programme Board.
- Provide day-to-day executive management of the Programme.

## **Programme Executives**

Project Executives will be responsible for:

- The delivery of projects, and the benefits assigned to them.
- Making arrangements for the projects on which they're leading to be delivered, and reporting back to the Programme Board with progress updates as required.
- Working collaboratively as part of the Programme Board to solve programme issues and overcome obstacles.
- Working collaboratively as part of the Programme Board to reinforce interdependencies between all projects.

## **Project Managers**

Designated Project Managers will be expected to:

- Assume responsibility for the day-to-day management of their project;

- Design projects with programme outcomes and benefits in mind;
- Ensure that their project completes on time and to budget;
- Ensure delivery of the project Communication Strategy;
- Ensure that projects adhere to the Corporate Project management Methodology;
- Ensure that any exceptions to the project are raised with the Programme Board at the earliest opportunity;
- Ensure Verto is kept up to date with relevant project information;
- Attend Programme Board meetings and stakeholder meetings/relevant events as required.

#### **4d. Programme Board Relationships**

##### **Relationship with Senior Leadership Team**

The Programme Board Chair is empowered to make judgements as to which decisions can be made at the Programme Board and which decisions need to be referred back to Senior Leadership team and/or Cabinet. The latter are most likely to be decisions that will impact upon the wider organisation, those which may attract significant negative publicity or where the Programme Board view differs significantly from that of a Service Area and/or public sector partner.

SLT will maintain an overview of project progress through 6 weekly monitoring of the Project Register. The Corporate Director will provide progress reviews on the overall programme as required.

##### **Relationship with Council, Cabinet and Capital Scrutiny Group**

There will be clear and identified routes in relationship to working with the Council, Cabinet and Capital Scrutiny Group where resources are required, and political agreement is required for Programme Board activities. Cover reports for project briefs, business cases and highlight reports will outline key recommendations and the power to make a decision.

##### **Relationship with Scrutiny Committees**



The Programme Board's work will be reported to Communities Scrutiny annually as part of performance management arrangements. This will play a key role in providing assurance to the Council on the effectiveness of the Programme. Reports on Programme Board activities may be requested by Scrutiny at any time.

## **Political Involvement**

It is important that the Board engage and consult with Rhyl MAG, Rhyl Reference Group and Rhyl Town Council so that Rhyl County Cllrs, Town Cllrs, Local AM and PM are updated and engaged in the regeneration of their town.

The Boards Chair will ensure the Council's Lead Member for the regeneration of Rhyl (Cllr Jason McLellan: the Council's Leader), is kept updated on the work of the Board. The Lead Member has an important role to play in terms of the interface between the Board and the political institutions, be they local, regional or national.

## **4e. Reporting Process**

### **Agenda Setting**

The Programme Board will meet as required, but as a minimum, quarterly. A typical agenda might include:

- Review of Programme Highlight Report and Project Register
- Risk Register.
- Project Briefs, Business Cases, or exception reports as required
- Finance Report
- Funding updates
- Key decisions required from the Programme Board.
- Communication plan including key messages for communication and engagement
- Programme Plan/ Forward Work Plan.

Highlight reports at each meeting will present the Programme Board with a high-level snapshot of progress to date, and highlight any risks, issues or areas of further work that require

Programme Board input. The Highlight report is an export from Verto and, as such, relies on the quality of information therein. Exception reports will be triggered if the programme develops a 'ROYG' (Red, Orange, Yellow Green) RED or ORANGE status in its delivery confidence or if any projects develop a RED or ORANGE status that can't be addressed at project level and might impact successful delivery of the programme.

## **Programme Board Papers**

Papers will be provided to the Programme Board at least 5 working days before scheduled meetings. Board members are expected to ensure that effective preparation has been undertaken.

When Project Managers are responsible for providing information to the Programme Board, they should ensure that the timescales adhere to the above requirement. Board members should promote this message to project managers and teams to ensure a consistent approach.

## **Project Related Documentation**

Project Managers are responsible for ensuring that programme information is kept up to date using Verto, including a Well-being Impact Assessment (WIA), details of identified stakeholders, project benefits / disbenefits, project context, impact, risks, milestones, progress on achieving benefits etc.

## **Outcome Monitoring**

All projects within the Programme will follow the Corporate Project Management methodology which requires clear identification of project outcomes, expected benefits, measurement indicators and timescales for reporting on these. Projects should be linked to Programme outcomes via shared indicators so that progress towards achieving an outcome – through monitoring progress on a number of projects - can be tracked. There is a shared Performance Management Framework with the Community Development Board, with indicators based around the domains of the WIMD, with the addition of economic indicators identified around the programme benefits and an associated monitoring plan.

It is recognised that the impact of structural regeneration and the realisation of outcomes and benefits is a slow process. External factors such as the UK and global economy will also have

an impact on progress and changes to direction may bring about circumstances which have not been forecast and are outside of the control of the programme team. The programme will also be dependent on securing a significant amount of external funding to deliver all the major projects.

## **Risk, Risk Appetite and Issue Management**

**See 4f.** below for Risk Management Strategy.

Risks and issues will be actively managed throughout the programme, and the overall risk and issues profiles continually monitored. The identified risks need to be regularly reviewed and challenged. New risks may be identified, and responses planned or actioned. Project Executives are responsible for escalating issues arising from individual projects to the Programme Board, liaising with Board Members or working with the project leads to manage risks and resolve issues that could affect delivery of project outputs and programme outcomes, and therefore benefits realisation.

Projects must be clear about when risks need to be managed at a project level and when these should be escalated to the Programme Board. Circumstances that should require a project to escalate risks or issues to the Programme Board may include situations where:

- Dependent projects or programmes are impacted.
- The project does not have sufficient authority for the action required.
- The action required will exceed project tolerances for quality, time and cost.
- The project does not have the necessary skills or experience and does not have the authority to acquire them.
- The project cannot deliver its outputs.

## **4f. Management Strategies**

### **Information Management Strategy**

Up-to-date information is critical to enabling the Programme Board to make informed decisions at appropriate times. Project Managers are responsible for ensuring accurate information is available to the Programme Board in the correct format at specific reporting periods.

Project managers are responsible for preparing required reports in line with the Corporate Programme Office and Prince 2 methodology.

Verto is the Programme Management System adopted to support project and programme officers. Verto enables users to record and monitor key programme and project information and produce relevant reports and plans. The quality of the information recorded in Verto is a key factor in the success of the programme. Verto provides standard change control and configuration management functions that support the provision of relevant, accurate information.

### **Resource Management Strategy**

The Programme Board is responsible for steering and monitoring activities associated with all Priorities within Regeneration Programme, and for making recommendations to take work further. This includes ensuring the provision of resources - physical, financial and manpower - with the support and guidance of Strategic Investment Group, and members of the Programme Board, particularly when approval is required from those decision making forums relating to significant resources.

Once resource is committed, it is the responsibility of project managers to ensure that individual projects stay on track and within tolerance. The exception process is used to manage projects when resource requirements fall outside of the tolerances set. Project Managers are responsible for reporting to the Programme Board when exception situations arise and ensuring corrective action is taken with the minimum disruption.

### **Risk Management Strategy**

Proactive programme risk management and issue resolution will be considered in the main by the Programme Board, and within the context of the corporate risk management methodology. See Risk, Risk Appetite and Issue Management above. Risks will be entered into the Programme Board Risk Register (as featured in Verto) and Issues into the Issue Log (as featured in Verto). Risks will be reviewed at each Programme Board meeting.

Any member of the Programme Board can highlight potential risks to or issues that might impact upon achievement of programme benefits to the Programme Board. Each risk will be considered in terms of impact and probability, together with mitigating action responses. The risk/issue will be assigned an owner by the Programme Board, a 'ROYG' (Red, Orange, Yellow or Green) status in accordance with the corporate risk management methodology and reported on through highlight reports. Any that are ranked as RED or ORANGE and escalating will be brought to the attention of the Programme Board.

Project risks/issues will be handled at a project level and only those risks or issues that are ranked as red and escalating will be brought to the attention of the Project Executive. Where it is felt that there is potential for impact on the wider programme the risk/issue will be escalated for the attention of the Programme Board. If necessary, the matter may need to be brought to the attention of Senior Leadership Team through the Project Register.

Verto will be used to record project risks and issues so that they are visible at the programme level to the Programme Board, who will then be able to identify programme related interdependencies around risk at an early stage.

#### **4g. Closing down the Programme**

The purpose of closing the Programme is to formally recognise that objectives have been completed.

The Programme Board Chair will propose closure to the Programme Board. If satisfied with the overall outcome, they will endorse the recommendation to confirm the programme closure. If they are not satisfied, they must give clear direction about further work to be carried out.

There may be a necessity to close the Programme prematurely.

As part of closure a formal review should be conducted to assess delivery of the Programme and the following should be assured:

- Business case has been satisfied (thus far).
- All projects have been completed satisfactorily.
- Business performance is stable.

- Outcomes have been achieved.
- Benefits are self-sustaining.
- Last tranche review has been completed as per the programme plan.
- No risks or issues are outstanding that are unacceptable to operations, and risk appetite has been considered.
- Any remaining handover or transition activities required have been defined and assigned to the relevant business operations.

Once the above criteria have been satisfied, the Programme Board must then:

- Confirm ongoing support is in place.
- Confirm programme closure.
- Notify programme is about to close.
- Review programme.
- Update and finalise programme information.
- Provide feedback to Council.
- Disband programme organisation and supporting functions.

## **5. Costs**

As the Programme develops, the projects and actions identified will have to be properly costed and more detailed business cases developed. It is important to involve the Head of Finance at an early stage of this process. It may be feasible for some of the priorities to deliver outcomes without committing additional council financial resources or by attracting additional external funding.

The public funding options available to the Programme Board are complex with the finances coming from a variety of sources, including WG Targeted Regeneration Investment (TRI) Programme, Town Centre Loan Fund, Building for the Future, North Wales Economic Ambition Board Growth Deal, the UK's Levelling Up Fund & Shared Prosperity Fund, DCC's HRA funds and of course the Councils own Capital allocation.

In addition to public funding that the Programme Board will be able to access to deliver the key projects it is important that the Board works with its public sector partners to maximise their investment opportunities in the town. This is in line with WG's Town Centre First policy, which seeks to maximise all public sector investment into town centre locations.

Finally, of course we want the economy of Rhyl to become "self-sufficient" and not to rely on the public sector. Attracting further private sector investment will be a key long term indicator to the success of our programme. The Programme Board therefore needs to be clear on its priorities and ensure it maximise all potential funding opportunities to deliver the right projects and attract the right type of inward investment.

The formal approval of expenditure decisions will remain within existing delegations and processes, including the requirement for all capital expenditure proposals to be considered by the Capital Scrutiny Group.