

Appendix 4

Rhyl Going Forward Programme Board

Some proposals for the way forward

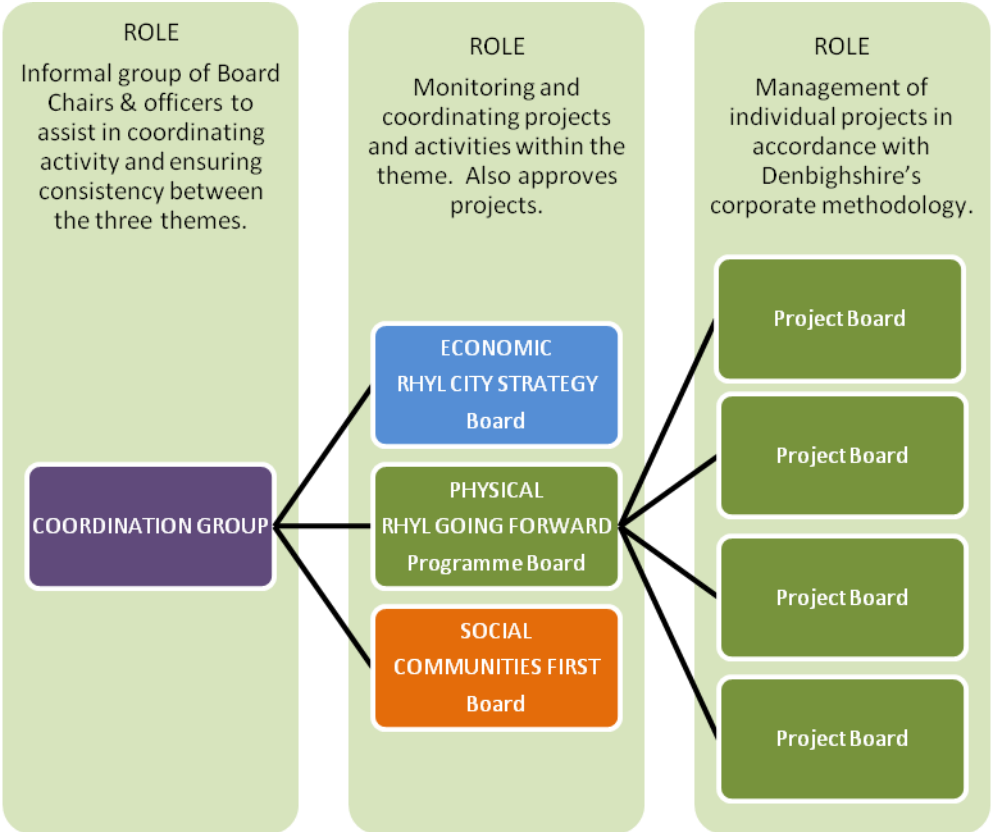
The recent *Vibrant & Viable Places* document from Welsh Government defined regeneration as:

“an integrated set of activities that seek to reverse economic, social and physical decline to achieve lasting improvement, in areas where market forces will not do this alone without some support from government”

Vibrant & Viable Places
 Welsh Government Oct 2012

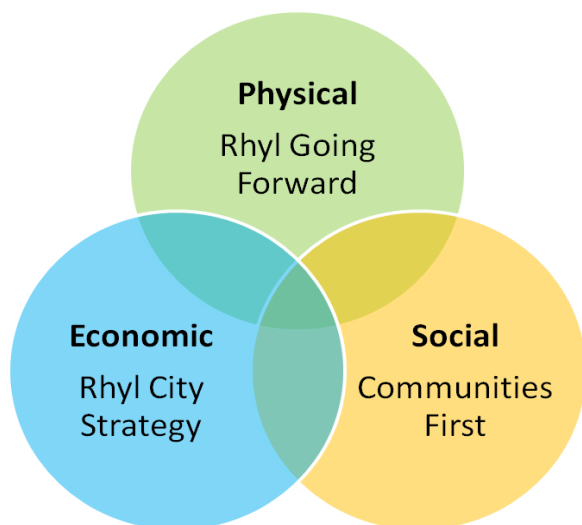
GOVERNANCE

The diagram below illustrates a proposed governance structure for the regeneration of Rhyl.



Board Level

Given the three key themes of regeneration – physical, social and economic – it is proposed to utilise existing (or in the case of Communities First proposed) structures to lead on each theme, as illustrated in the diagram below.



Thus the Boards for each organisation would lead on their respective theme, and understand that this is a key element of their role. On this basis each board will be overseeing a number of individual projects, some of which may be exclusive to that organisation, but with others that are “joint” projects with one or both of the other organisations.

For this structure to work effectively, some joint Board membership is required. It is suggested that the lead officer for each organisation sits on the other Boards, as is the case currently between Rhyl Going Forward and Rhyl City Strategy. Some consideration could also be given to the Chair of each organisation sitting on the other Boards.

Co-ordination Group

To further reinforce joint working and delivery, it is proposed to establish a coordination group to ensure that activity within the three themes is consistent and complimentary. This would primarily be an influencing group (project approvals take place within the Boards), and as such it is suggested that this group remains small, relatively informal and meets no more than quarterly. Suggested membership would be 6 – the chair and lead officer from each Board.

Rhyl Going Forward Programme Board

The Programme Board would continue leading on physical regeneration projects. The role of the Programme Board will be to effectively deliver strategic change, not to govern the delivery of individual projects. These should be addressed at the project level unless there are significant problems with delivery or the strategic context for the project has changed. In these circumstances it will be appropriate for the Programme Board to intervene, but in general the Board’s role should be more strategic in terms of:

- ensuring the right projects are selected
- ensuring money is not wasted on projects that do not deliver benefits

- ensuring that scarce resources are prioritised
- improving communication with stakeholders
- providing better focus on the real drivers of change
- delivering tangible results

In undertaking this role the Programme Board will need to:

- Discuss the strengths, weaknesses and challenges facing Rhyl and identify and share best practice;
- Discuss the application of alternative ways of doing things;
- Identify, scope and justify candidate projects;
- Analyse the quick wins, longer term wins and decide which projects to approve;
- Select those projects which will generate significant benefits;
- Co-ordinate the delivery of the agreed set of projects;
- Involve stakeholders and ensure that projects respond to emergent evidence and other changes in the political and operational context;
- Review and maintain the quality and ambition of projects; and
- Follow through to implement projects and realise projected benefits.

Meeting Protocols

To provide focus for the role outlined above, a typical Board agenda might consist of the following agenda:

1. status report for each strand using project dashboard and highlight reports for any key issues/achievements/emerging risks
2. input/progress report from Rhyl City Strategy and Communities First
3. key decisions required from the Board, with reports supporting each decision required setting out time, cost and quality implications of decisions required and options considered
4. review of Programme Risk Register, with focus on red risks and/or increasing risks and management/mitigation actions being taken or needed
5. catch all section for any emerging issues that we may need to consider in relation to regeneration efforts in Rhyl (for example, if we started seeing a move toward properties being bought up by London Boroughs for re-housing homeless, or a major new employer or employment opportunity arising)
6. key messages for communication

It is suggested that the Board meets every two months, and an additional Review meeting is organised annually with a much wider invite list to review the strategy and constituent projects. This review could also be tied to the production of an Annual Report detailing progress in the year just gone, along with a revision of the Delivery Plan to ensure there is always a current 3 year plan.

Proposed Board Membership

Name	Post/Role	Organisation
Rebecca Maxwell (CHAIR)	Director – Economic & Community Ambition	Denbighshire County Council
Celia Jones	Director & CHAIR – Rhyl City Strategy	Coleg Llandrillo Rhyl
Will Morecambe	CHAIR – Communities First	
Wyn Roberts	NWCRA – Programme Director	Welsh Government
Graham Worthington	Chief Executive	Pennaf
John Bellis	Chair	Rhyl Business Group
Cllr Hugh Evans	Cabinet Member – Economic Ambition	Denbighshire County Council
Andy Rutherford	Town Councillor	Rhyl Town Council
Brian Moylan	Town Councillor	Rhyl Town Council
REP	County Councillor	Rhyl Member Area Group
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Proposed Board Advisory/Support Members

These individuals would be invited to Board meetings but have no voting/decision-making powers. They are their primarily to advise the Board.

Name	Post/Role	Organisation
Tom Booty	Rhyl Going Forward Programme Manager	Denbighshire County Council
Carol Evans	Rhyl Going Forward Principal Officer	Denbighshire County Council
Graham Boase	Head of Planning & Regulatory Services	Denbighshire County Council
Steve Parker	Head of Environmental Services	Denbighshire County Council
Peter McHugh	Head of Housing and Community Development Services	Denbighshire County Council
Jamie Groves	Head of Leisure, Libraries and Marketing	Denbighshire County Council
Ali Thomas	Programme Manager	Rhyl City Strategy
Malcolm Hall	Town Centre Manager	Rhyl City Strategy
TBC	LEAD OFFICER	Communities First