

Rhyl Going Forward Programme Board

Terms of Reference

Version: Final

March 2013

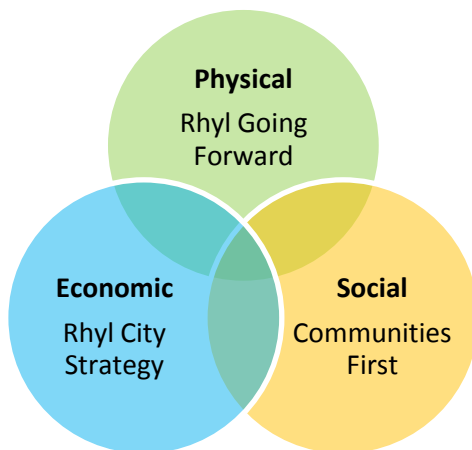
1. Programme Background and Context

1.1 For the purposes of the Board regeneration is defined 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***

1.2 Given the three key themes of regeneration – physical, social and economic – outlined above, 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:



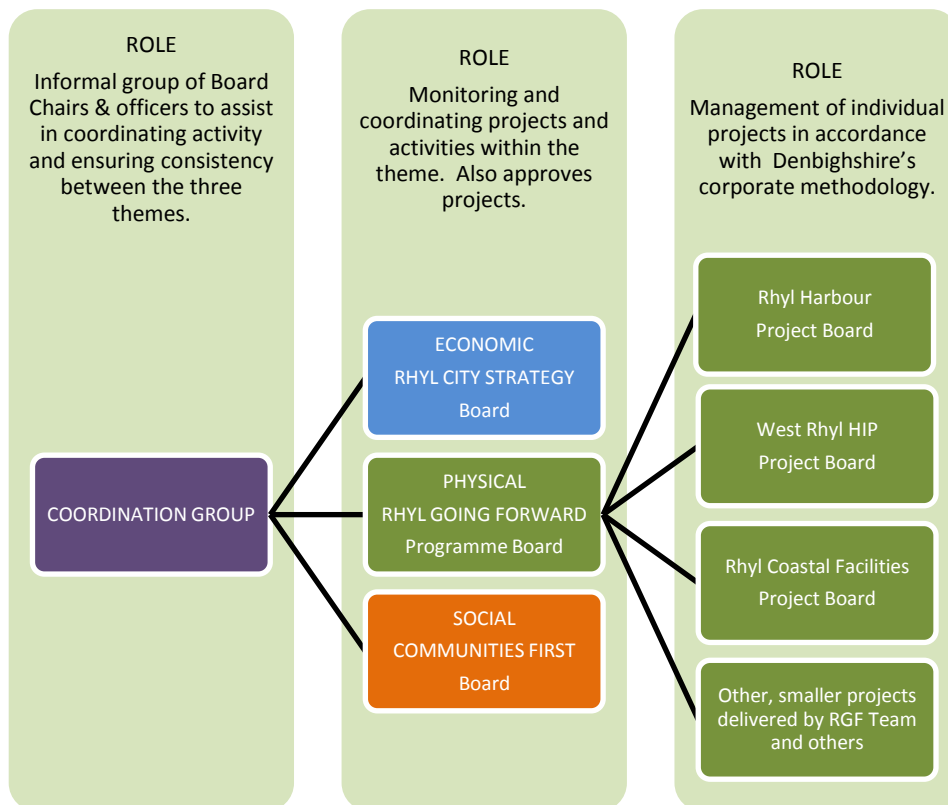
Thus the Boards for each organisation would lead on their respective theme, and understand that this is a key element of their role. On this basis each board will be overseeing a number of individual projects, some of which may be exclusive to that organisation, but with others that are “joint” projects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

1.3 On this basis the Rhyl Going Forward Programme Board has lead responsibility for the physical elements of a wider regeneration strategy, dealing with projects that focus primarily on buildings, site development and environmental improvements.

1.4 To ensure alignment of the three keys themes some joint Board membership is required, and this is reflected in the Rhyl Going Forward Board membership detailed in section 2.1 below. 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.

1.5 The diagram below outlines the governance structure for the wider regeneration strategy, but specifically illustrating how Project Boards have been established within the Rhyl Going Forward Programme to ensure the effective monitoring and delivery of the larger, more complex projects in the programme.



2. Membership of the RGF Programme Board

2.1 The Rhyl Going Forward Board aims to be constructive partnership between agencies and organisations in the area with a clear interest or responsibility in the regeneration strategy and its outcomes. Membership is based on specific posts or representation as outlined in the table overleaf:

Organisation & Post	Specific Board Role	Selection Process
Rhyl Town Council Town Councillors	Representing Rhyl Town Council and local residents and businesses. Two way communication between the Programme Board and other Rhyl Town Councillors and Officers.	2 representatives Selected annually through nominations from Rhyl Town Council
Denbighshire CC County Councillors	Representing Denbighshire County Council and local residents and businesses. Two way communication between the Programme Board and other Rhyl County Councillors and officers.	2 representatives Selected annually through nominations from Rhyl Member Area Group
Denbighshire CC DCC Cabinet Member – Economic Ambition	Ensure the strategy aligns with the County Councils corporate priorities and Economic Ambition Strategy. Two way communication between the Programme Board and County Council governance structures.	Post holder or equivalent if post title changes
Denbighshire CC Director of Economic & Community Ambition	Ensure the strategy aligns with the County Councils corporate priorities and Economic Ambition Strategy. Two way communication between the Programme Board and County Council governance structures.	Post holder or equivalent if post title changes
Rhyl City Strategy CHAIR	Ensure the strategy aligns with and supports Rhyl City Strategy's Business Plan. Two way communication between the Programme Board and Rhyl City Strategy Board.	Post holder or equivalent if post title changes
Communities First CHAIR	Ensure the strategy aligns with and supports the Communities First Strategy. Two way communication between the Programme Board and Communities First.	Post holder or equivalent if post title changes
Welsh Government NWCRA Programme Director	Ensure the strategy aligns with and supports the North Wales Coast Strategic Regeneration Area. Two way communication between the Programme Board and Welsh Government.	Post holder or equivalent if post title changes
Rhyl Business Group CHAIR	Representing the interests of the business community in Rhyl. Two way communication between the Programme Board and RBG members.	Post holder or equivalent if post title changes

Pennaf Chief Executive	Pennaf/Ciwyd Alyn are the largest Registered Social Landlord in Rhyl, and directly involved in the regeneration of West Rhyl. Ensure that the plans of Pennaf/Ciwyd Alyn and the regeneration strategy align and are mutually supportive. Two way communication between the Programme Board and Pennaf/Ciwyd Alyn officers and residents.	Post holder or equivalent if post title changes
Coleg Llandrillo Rhyl Director	Coleg Llandrillo is the provider of Further Education and offers a comprehensive range of vocational training. Ensure that the plans of Coleg Llandrillo and the regeneration strategy align and are mutually supportive. Two way communication between the Programme Board and Coleg Llandrillo officers and students.	Post holder or equivalent if post title changes

- 2.2** Where the same individual holds two or more of the posts detailed above (e.g. if the Chair of Rhyl City Strategy is also the Director of Coleg Llandrillo Rhyl), the more substantive post should take pre-eminence – i.e. if the role is through employment this should be pre-eminent to an elected chair role (e.g. the Director of Coleg Llandrillo Rhyl should be pre-eminent over the role of Chair of Rhyl City Strategy). In this situation the organisation losing Board representation will be requested to nominate an alternative representative to be a RGF Board member.
- 2.3** This Board will be supported by Advisors without any voting or decision-making powers. The primary role of these support members is to advise the Board. Individuals may be invited onto the Board in this support role as required or requested.

3. Appointment of Chair

- 3.1** The Board will select a chair on an annual basis at a meeting in the second quarter of the financial year.
- 3.2** If the Chair is absent from a meeting of the Board, the Board members present will select a chair for that meeting.

4. Attendance at meetings

- 4.1** Board Members and Board Advisors are expected to make best efforts to attend Board meetings. Where attendance is not possible, another representative can be nominated to attend. In this instance, the RGF Programme Manager should be informed of the nomination at least one working day prior to the meeting.

- 4.2** If a Board member fails to attend or send a representative for three consecutive Board meetings, the Programme Board reserves the right to request an alternative nomination for Board membership/attendance from the parent organisation.
- 4.3** Any meeting of the Programme Board will be considered quorate when at least half of the Board Members are present. If a meeting is inquorate it will be adjourned and rescheduled.

5. Code of Conduct

5.1 Board Members and Advisors are expected to act in a fair and professional manner at Board meetings and when representing the Rhyl Going Forward Programme Board outside the meetings. This means that Board attendees are expected to:

- prepare properly for the meeting by reading any reports and information provided prior to the meeting
- be candid, open and truthful in all Board discussions
- be respectful, fair and consistent when listening to and considering the views of other Board attendees;
- respect confidentiality – ie when items are raised as confidential the details of such are not discussed with non-Board attendees outside of the Programme Board meetings;
- Board Attendees are expected to declare any conflicts or potential conflicts of interest at the outset of any discussion at Programme Board meetings, and subsequently not act or engage in discussion in a way that may result in personal gain;

5.2 Breaches of the code outlined above, whether intentional or unintentional, shall be reviewed by the Programme Board members, who will agree the course of action to be taken. Serious breaches of the code could result in a request to the parent organisation of the Board member or advisor for an alternative nomination for Board membership/attendance. The Board member or advisor being reviewed will not be present at this discussion.

6. Frequency and administration of meetings

6.1 The Programme Board will meet every 8 weeks or thereabouts.

6.2 Papers for the Board will be sent out electronically at least one week prior to the date of the meeting. Hard copies of the papers will not normally be provided and it is expected that Board Members and Advisors will bring all necessary papers.

6.3 It is expected that papers for the Board would normally include:

- Agenda
- Highlight reports on workstreams and projects
- Specific reports where Board decisions are required
- Programme Risk Register

7. Roles and Responsibilities

7.1 The main role of the Programme Board is to monitor and direct the delivery of the Rhyl Going Forward Delivery Plan. More specifically the role is 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
- Working to improve the image of Rhyl

7.2 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.

8. Meeting Protocols

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

1. Highlight report for each strand using project dashboard and highlight reports for any key issues/achievements/emerging risks;
2. Input/progress 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 management/mitigation actions being taken or needed;
5. Catch all section for any emerging issues that may need to be considered in relation to regeneration efforts in Rhyl (for example, if we started seeing a move towards properties being bought up by London Boroughs for re-housing homeless, or a major new employer or employment opportunity arising); and
6. Key messages for communication.

9. Other commitments

- 9.1** By the end of December each year the RGF Programme Board will have undertaken a review meeting (over and above the regular Programme Board meetings) with a wider group of stakeholders and interested parties to review the strategy and its constituent projects. This review will help inform the production of a revised Delivery Plan detailed in section 8.2 below.

- 9.2** By the end of March each year the RGF Programme Board will have considered and approved an updated Delivery Plan which will outline the programme priorities and key projects for the next three years (ensuring there is always a current 3 year plan).

- 9.3** By the end of June each year the RGF Programme Board will have considered and approved an Annual Report detailing progress and key achievements in the previous financial year.

Board Membership

As of March 2013, based on the membership criteria detailed in section 2.1, membership of the RGF Programme Board comprises of the following members with full voting rights:

Organisation & Post	Board Member
Rhyl Town Council Town Councillors	Andy Rutherford Brian Moylan
Denbighshire CC County Councillors	Joan Butterfield David Simmons
Denbighshire CC DCC Cabinet Member – Economic Ambition	Cllr Hugh Evans
Denbighshire CC Director of Economic & Community Ambition	Rebecca Maxwell (CURRENT CHAIR)
Rhyl City Strategy CHAIR	Celia Jones – ALTERNATIVE NOMINATION REQUESTED Mar 13
Communities First CHAIR	Will Morecambe
Welsh Government NWCRA Programme Director	Wyn Roberts
Rhyl Business Group CHAIR	John Bellis
Pennaf Chief Executive	Graham Worthington
Coleg Llandrillo Rhyl Director	Celia Jones

Board Advisors

As of March 2013, the Board Advisors who will be invited to every meeting are:

Name	Post/Role	Organisation
Tom Booty	RGF 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 Communication, Marketing and Leisure	Denbighshire County Council
Ali Thomas	Programme Manager	Rhyl City Strategy
Maria Mielczarski	Communities First Co-ordinator	Communities First

Others may be invited on as required and/or requested

Project/Workstream/Programme Status Guidance

The table below provides guidance in relation to project status:

Green	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Yellow	Successful delivery appears probable but significant issues already exists requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.
Orange	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible.
Red	Successful delivery of the project / programme appears to be unachievable. There are major issues on project / programme definition, schedule, budget required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable. The project/programme may need re-base lining and/or overall viability re-assessed.

Risk Status Guidance

The table below provides guidance in relation to risks:

Green	Minor – risk easily managed
Yellow	Moderate – risk containable
Orange	Major - immediate intervention required to manage risk
Red	Critical – risk jeopardises entire project and immediate, high-level intervention required