

Meeting of:	Cabinet
Date of Meeting:	Thursday, 18 July 2024
Relevant Scrutiny Committee:	Environment and Regeneration
Report Title:	Reshaping: Delivering Place Based Regeneration: Strategic Programme and Project Governance and Ways of Working
Purpose of Report:	To seek authority to establish a revised Regeneration programme and associated project governance arrangements.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Chief Executive
Elected Member and Officer Consultation:	<p>Director of Place</p> <p>Operational Manager Regeneration</p> <p>Director of Corporate Resources</p> <p>Head of Finance Section 151 Officer</p> <p>Operational Manager Accountancy</p> <p>Head of Legal Services</p> <p>Director of Social Services</p> <p>Director of Learning and Skills</p> <p>Director of Environment and Housing</p> <p>Legal – Committee Reports</p>
Policy Framework:	The is a matter for Executive decision by Cabinet

Executive Summary:

- The purpose of this report is to agree an approach to governance structures for regeneration programmes and projects being delivered by the Council. These projects compose the majority of the projects to be progressed within the Economic Resilience theme of the Reshaping Programme.
- It seeks to implement the recommendations within the Council's Non-Treasury Investment Plan through the establishment of the relevant Board and management structure.
- The report sets out the structure, resourcing and processes that will support impactful delivery and a place based approach to development and regeneration. These proposed structures and processes will give the ability to flex in line with capital and revenue demands, associated legal compliance and to be sufficiently agile to react to short term requests with complex eligibility requirements.
- It draws on best practice with a focus on simple models with demonstrable success. Delegating day to day decision making down to project teams and a greater focus on strategic oversight by Programme Boards will also reduce unnecessary bureaucracy and speed up the ability to make decisions.
- Simplified and effective governance involving the right people at the right time will ensure:
 - Member-led oversight and decision for investment prioritisation and performance
 - Senior leadership management across investment performance and risk (both at development and delivery stages)
 - Technical expertise to oversee all business case development and manage resourcing requirements
 - Programme and 'place' level leadership, supporting locally driven prioritisation and scale-up opportunity
 - Effective project capacity

Recommendations

1. That the 'Strategic Growth and Investment Board' be renamed the 'Investment Advisory Panel.'
2. That delegated authority be granted to the Executive Leader in consultation with the Chief Executive to create, amend, rename or where necessary, delete project and programme boards and agree any associated terms of reference.
3. That delegated authority be granted to the Director of Place (in consultation with the Chief Executive, Head of Finance/Section 151 Officer and Monitoring Officer/Head of Legal and Democratic Services) to amend internal processes, procedures to support changes to governance arrangements.
4. That delegated authority be granted to the Executive Leader in consultation with the Chief Executive to agree, and if necessary, amend the membership of the Investment Advisory Panel.
5. That delegated authority be granted to the Executive Leader in consultation with the Chief Executive to agree, and if necessary, amend the terms of reference of Investment Advisory Panel.
6. That Cabinet receive regular updates on the work undertaken on this aspect of Reshaping as previously approved and as described in the body of this report.

Reasons for Recommendations

1. Cabinet previously agreed the title of that board but renaming is required to reflect the agreed role and remit of the programme.
2. To enable governance arrangements to be put in place and to enable the delivery of regeneration programmes and projects.
3. To allow processes and procedures to be amended in order to support place-based regeneration across the County.
4. To agree membership of the Investment Advisory Panel.
5. To agree the term of reference of the Investment Advisory Panel.
6. To enable Cabinet to retain oversight of the delivery of associated schemes.

1. Background

- 1.1 Cabinet on 28th February, 2022 approved the establishment of a Strategic Investment and Growth Board to support the implementation and operation of the Economic Regeneration and Growth Fund.
- 1.2 Cabinet on 28th February, 2022 approved proposals for the Non Treasury Service Investment Strategy to address opportunities identified in the Council's Coronavirus Recovery Strategy to support innovative business and economic

regeneration, increase capital programme investment, focus on green jobs, and green infrastructure.

- 1.3** Cabinet on 25th May, 2023, endorsed the Vale of Glamorgan Council becoming a signatory to the Placemaking Wales Charter. In signing the Placemaking Wales Charter the Vale of Glamorgan Council will agree to support placemaking in all areas of the Council's work and promote the six placemaking principles in the planning, design and management of new and existing places. This place-based approach will necessitate a governance structure of town level boards across the County and project teams.
- 1.4** Cabinet on 7th September, 2023 approved the Non Treasury Investment Plan. The plan set out a prioritisation framework and investment principles and values. It also recommended governance structures to support the delivery of both the plan and regeneration programmes.
- 1.5** Cabinet on 18th January, 2024 approved proposals for developing the next phase of the Council's transformational change programme, Reshaping. The programme seeks to identify alternative ways of delivering more efficient means of delivery, including the development and delivery of projects and programmes. It will develop the Council and its partners to ensure they are able to meet future challenges. The work highlighted in this report will be a large part of the Economic Resilience theme of the Reshaping Programme.
- 1.6** The theme of economic resilience is centred around the Council's role in supporting economic resilience and ensure that a place-based approach is effective in the creation of sustainable communities with good employment.
- 1.7** Areas of focus within this theme will include the Council's response to the UK Government's Levelling Up and Transforming Towns funding, alongside the use of Council assets to support economic resilience. The Target Operating Model will influence this theme in the Council's approach to working with Capital Region partners in the attraction of business to the county to support sustainable and high-quality jobs.
- 1.8** With the move to a more devolved approach to investment via Local Authorities from the UK Government, the emphasis on placemaking in Wales and the creation of the Place Directorate in the Vale of Glamorgan Council, there is an opportunity to now re-focus attention onto place and priority communities across the Vale, developing a stronger co-design approach to sustainable development and growth alongside local communities.

2. Key Issues for Consideration

- 2.1** Over time and in response to specific funding and grant offers, complicated and site-specific governance arrangements in place around various elements of regeneration in recent years which have developed around specific projects, and there is a need to simplify and streamline them.
- 2.2** The approved Investment Plan proposes governance structures, roles and responsibilities. It also sets out reporting requirements. A diagram of the proposed governance structures can be found at Appendix A.
- 2.3** It is proposed that Cabinet will have a single oversight across all investment via the existing Cabinet structure, with senior officer support. It will have responsibility for high level performance management and overarching programme decisions (including overall pipeline and live portfolio). Full business case decisions will be taken here where they are above delegated authority levels. Cabinet will maintain supervision of live projects and the pipeline through regular review of monitoring and evaluation dashboard information. Cabinet will receive reports on a quarterly basis and reports will be referred to the relevant scrutiny committees.
- 2.4** The Council's Strategic Leadership Team (SLT) will oversee live projects and the pipeline on a quarterly basis. They will review any risk reports by escalation from Programme Boards. They will receive performance information on a quarterly basis. Sign off of Strategic Outline and Full Business Cases will be undertaken following a review by the Investment Advisory Panel and cognisant of any recommendations being made to SLT. This will be done ahead of any required Cabinet decisions.
- 2.5** The overarching Investment Advisory Panel (IAP) will be made up of Service leads such as Finance (S151), legal, corporate performance/risk, procurement, assets, Project Zero/environment and equality. Specific technical expertise may be invited on a project-by-project basis. The Panel will review and decide resourcing requirements of the approved project investment pipeline against the agreed development fund.
- 2.6** It is anticipated that initially there will be four town level programme boards will be established by Strategic Investment and Growth Project Board. The role of the town level Programme Boards will be to develop concepts and projects at scale and pace within the localities, ensuring that the placemaking and investment principles are embedded into this process. Programme Boards will be place-wide and include multiple service representatives. Depending on the investment profile, external stakeholders may sit on these Boards.
- 2.7** Other boards may be established, such as one overseeing the Strategic Enterprise Zone Programme which may include Partners such as CCR, Welsh Government and Cardiff International Airport.
- 2.8** Programme Boards will manage all business case work and have responsibility for the development phase as well as project delivery. New initiatives such as the

Barry Partnership will act in an advisory capacity to the town boards. These will evolve over time as placemaking plans are developed.

- 2.9** Feeding into Programme Boards will be individual project teams. Each project will have an identified senior responsible officer (acting as the single point of contact with overall responsibility for the identified investment projects). Project capacity will be established at the development phase of projects. Project teams will undertake the work required for all pre-development, development and delivery activity. Team members may change over time, and specialist external support may be required.
- 2.10** It is proposed that SLT will ensure that there are relevant linkages made to other strategic boards such as Transport, Housing and School Investment. In time, these arrangements may develop and become more integrated however, only if this would not unnecessarily add additional burden or delays. Other Reshaping work, such as that undertaken by the Assets Group will be reported to SLT and connections will be made between different aspects of Council activity.
- 2.11** Consideration will need to be given to incorporating revisions into the Project Management Toolkit which is currently under review and the Council Constitution to enable greater autonomy over project delivery and spend.
- 2.12** A 4-stage 'gating process' that provides stages of consideration and sign-off will be adopted to ensure speed and consistency in preparation and decision making, enhanced by the early involvement of delivery focused services. Appendix B shows the gating and project process.
- 2.13** It is intended that the wrap-around governance outlined in this report will streamline governance of projects across the Council. These mechanisms are designed to de-risk abortive and costly work, ensure relevant and effective resource and capacity are mobilised appropriately, maximising investment opportunities and maintaining visibility of progress to Members, Council teams, stakeholders (including external public and private investors) and across the local community.
- 2.14** The need to reshape the model for regeneration governance and ensure a place-based approach, will contribute to the Reshaping Programme, comprising the majority of initial schemes within the Economic Resilience theme. The work will also make significant contributions to other aspects of the programme's work, including Strengthening Communities and Service Transformation.
- 2.15** The work outlined within this report will contribute to the Target Operating Model theme of the Reshaping Programme which considers issues around the Council's processes, people, structure, governance and technology and how the organisation should look and function to deliver our priorities and core activity. The report sets out the amended governance structures and processes that are anticipated will result a more focused, prioritised and mix of regeneration programmes and projects. Changes to internal procedures will allow more agile

project development and delivery as a result of empowering project teams and staff to deliver.

- 2.16** Delivery and oversight of Levelling Up Projects, when approved will be carried out by the proposed teams, programme boards set out in this report. This work will be reported to Cabinet and Scrutiny on a quarterly basis.

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

- 3.1** The emerging proposals set out in this report accord with the five ways of working as follows:

Involvement -The Council is working with communities and businesses on the development of projects and plans to use existing structures like town placemaking work to advise boards and project teams. The placemaking approach embedded into these structures puts stakeholder involvement at its heart.

Collaboration – The delivery of projects and programmes will involve not only internal collaboration, but also working with others to deliver their priorities. It will see collaboration with public bodies such as town councils, the Welsh Government and the Corporate Joint Committee. This approach will foster collaboration with businesses, private investors, social enterprises and voluntary sector organisations.

Integration – The place-based approach being adopted as part of this process will ensure that projects and programmes are well integrated and address multiple priority areas. The approach which is based on partnership working will ensure that projects are not rolled out as top-down schemes without any involvement from local stakeholders. Different agendas will be considered collectively.

Prevention – The Council has signed up to the Placemaking Charter, Wales. This whole town view puts prevention as a foundation within the design of projects in that with good design, many issues faced in places like town centres can effectively be designed out.

Long Term – Placemaking plans, and the investment plan will set out short, medium and long term priority areas and projects. The approach ensures that all project and programmes are prioritised in order of importance. It will prevent piecemeal projects being developed without regard for wider plans and should help to tackle the issues faced by short funding windows. This approach should ensure a pipeline of projects for short, medium and long term that have emerged from placemaking plans and other master planning exercises.

- 3.2** The approach set out is consistent with all four of the Council's Wellbeing Objectives as set out in the Corporate Plan, notably, to work with and for our communities, and to support learning, employment and sustainable economic growth.

4. Climate Change and Nature Implications

- 4.1** There are no direct implications at this stage, however as described above schemes will need to demonstrate their contribution to the Council's climate and nature ambitions. It is likely that will be built into the strategic outline business cases of scheme and projects. Work is underway regionally to develop best practice in this regard.
- 4.2** Most funding regimes that will be overseen by these boards and project teams have elements of climate change and nature improvement within them. For example, the Welsh Government Transforming Towns programme seeks to improve and increase the amount of green space within towns. Placemaking Plans put an emphasis on active travel and open space.

5. Resources and Legal Considerations

Financial

- 5.1** The approach provides an effective way of monitoring funding investment from a strategic board and programme board level. Different boards will be responsible for overall envelopes of existing and future internal and external funding. All of which will be reported on collectively and part of distinct programmes.
- 5.2** The Council has established a £12m investment fund that will also be used towards projects that provide a return on investment. This will be administered via the Strategic Investment and Growth Project Board will be responsible for this fund.
- 5.3** Existing in year budgets, income and reserves will be used to support the management of the programme boards.

Employment

- 5.4** There are no direct employment implications associated with this report.
- 5.5** No additional resources are required to establish the governance structures that have been set out. The secretariat for boards will be provided by the Place Directorate. Project teams will be administered in line with current arrangements.

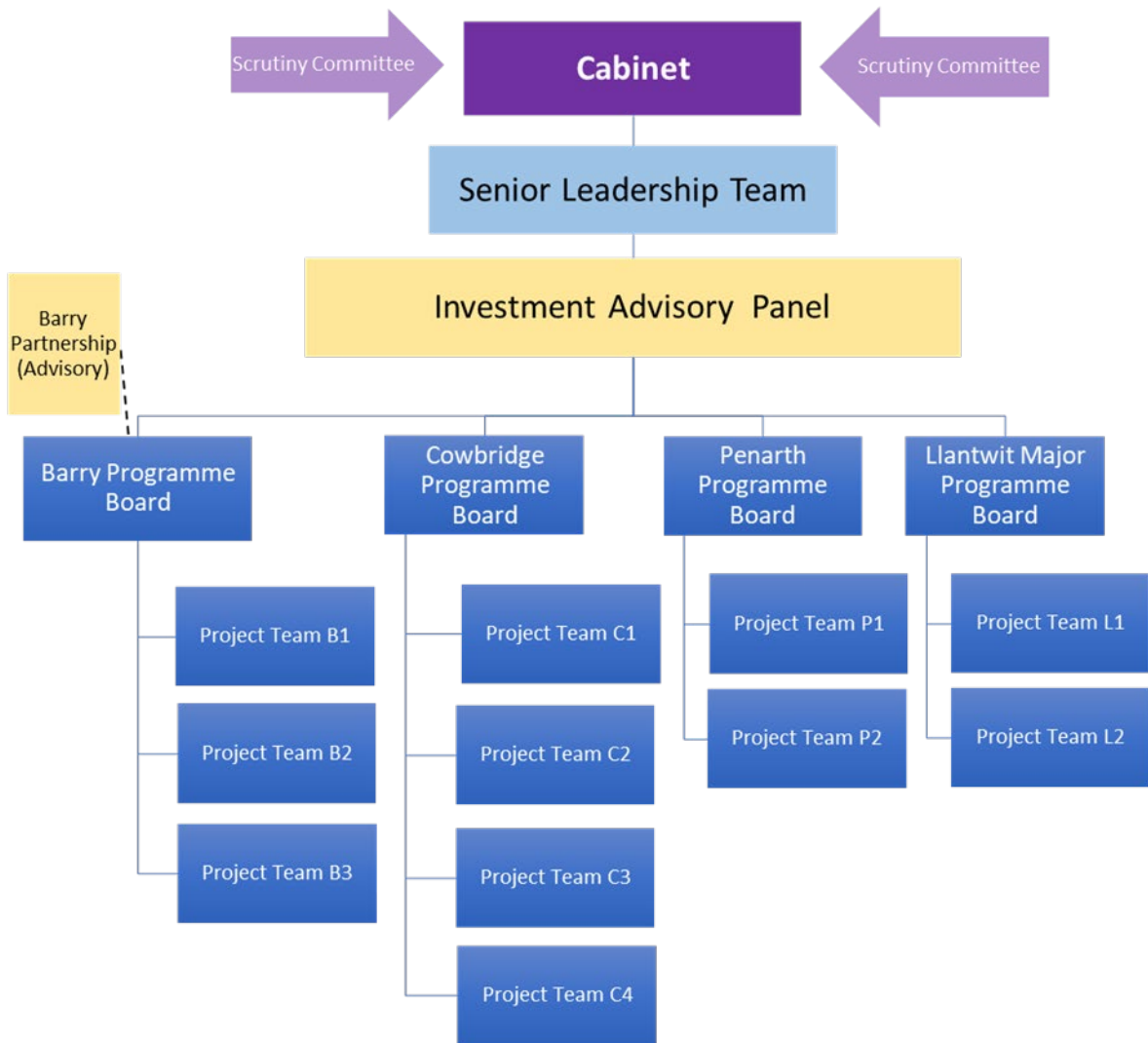
Legal (Including Equalities)

- 5.6** Delegations will be put in place to enable decision making and expenditure to take place at the appropriate level in line with the recommendations contained in this report.

6. Background Papers

None.

Appendix A Proposed Governance Structure



Appendix B

