

DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF PROJECTS AND REGENERATION	EXECUTIVE COMMITTEE	5 DECEMBER 2023	10

ESTABLISHMENT OF PROJECT AND PROGRAMME BOARDS

PUBLIC ITEM

This item is for consideration in the public part of the meeting.

RELEVANT LEAD MEMBER

This item is within the remit of Lead Member for Economic Development (Councillor Karen Buckley).

PURPOSE OF THE REPORT

To outline proposals for the establishment of several Project and Programme boards designed to oversee significant capital projects and programmes that are being delivered by the Council. The project and programme boards will involve members, officers and some external stakeholders. The Executive Committee will be asked to confirm the appointments of members to the boards as outlined within the report.

RECOVERABILITY

This decision is recoverable under section 7 of part 3 of the constitution.

RECOMMENDATION

1. Agree to the creation of several project and programme boards as detailed within the report which includes the appointment of members from the Executive Committee.

REPORT

1. The Council are committed to delivering several significant capital projects¹ and programmes². It is recommended that each individual project or programme should report regularly to a project or programme board as part of governance best practice.
2. A project or programme board will provide oversight and direction to each individual project team of officers involved with the day-to-day delivery of the project or programme. This will include officers in support services such as finance, estates and communications. A project/programme board will have the authority to steer the

¹ PRINCE2 defines a project as “a temporary organisation that is created for the purpose of delivering one or more business products according to a specified business case”. Projects have an end and aren’t designed to last very long. The project manager ensures the project delivers the intended goal, within a defined timeframe and budget.

² A programme is defined as “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually”. Programmes are usually long term, sometimes spanning years, and don’t have a fixed deadline. A programme is a framework of related projects aligned in a specific sequence. They have predictable and repeatable elements to minimise or even eliminate risks.

project or programme via a series of gateway stages and issue reports. This authority does not include decisions that are required to be made by the Council regarding allocation of funding, drawdown of capital programme funds and contract awards.

3. It is proposed to create the following project and programme boards:

- St Annes Masterplan programme board.
- Kirkham Futures programme board.
- Project Vento project board.
- Lytham Clifton Street public realm project board.
- UK Shared Prosperity Fund programme board.

4. It is proposed that a detailed terms of reference will be prepared and agreed by each project and programme board once membership is established. For clarity, the purpose and scope of each of the project and programme boards proposed is included below.

5. St Annes Masterplan programme board

The programme board will act as the strategic group to steer the delivery of the St Annes and Island Masterplan. The Masterplan was adopted by Planning Committee in Summer 2022. The activities of the board will include receiving regular reports on cost & programme, identifying and assessing funding opportunities, allocating actions to support services and monitoring and reviewing the communications strategy. The programme board will also have the opportunity to inform future decision reports to be considered by Executive Committee and/or Full Council relating to the delivery of the wider programme that have financial implications to the Council.

6. Kirkham Futures programme board

The programme board will act as the strategic group to steer the delivery of the c. £10m Kirkham Futures programme funded by Historic England and Future High Street Fund and approved by Planning Committee. This includes delivery of the public realm, Hillside refurbishment project, shopfronts grant scheme, conversion of the Former Girls Charity School into bar/restaurant & various activity and engagement projects. The programme board will receive regular reports on cost & programme, allocate actions to support services and monitor/review the communications strategy.

7. Project Vento

The project board will act as the strategic group to steer delivery of project vento, which involves the construction of a new kiosk serving food and beverages at Granny's Bay, Fairhaven. The board will receive a regular report with updates on cost, programme, communications and risk. The principles of the project were approved by the Tourism and Leisure Committee in June 2021 and will be fully funded via the Council's funding volatility reserve.

8. Lytham Clifton Street public realm project

The project board will act as the strategic group to steer delivery of the Lytham Clifton Street public realm project. This will involve tree replacement works and a new lighting scheme. This scheme is majority funded by the Council (Planning Committee report November 2019) and UK Shared Prosperity Fund. The board will receive a regular report with updates on cost, programme, communications and risk.

9. UK Shared Prosperity Fund (UKSPF) programme board

The programme board will act as the strategic group to steer delivery of the UKSPF programme. The principles of the programme were considered by Finance and Democracy Committee in January 2023. The programme

involves delivery of 14 projects which sit across 3 investment themes; Communities and Place, Supporting Local Business and People & Skills. The board will receive a report with updates on cost, programme, communications and risk. The board will also be kept apprised of the monitoring and evaluation of the prescribed outcomes and outputs contained within the approved UKSPF Investment Plan.

10. The proposed membership of each board is as follows:

- St Annes Masterplan programme board:
 - Leader of the Council & Lead Member for Economic Development – Cllr Karen Buckley.
 - Deputy Leader & Chairman of Planning Committee – Cllr Richard Redcliffe.
 - Programme Sponsor – Chief Executive.
 - Programme Manager – Head of Projects and Regeneration (Chair).
 - External project managers (as and when required/appointed).
 - Estates and Assets Manager.
 - Finance representative.
 - Communications representative.
 - St Annes Town Council Clerk.
 - St Annes Town Councillor representative.
 - St Annes Enterprise Partnership representative (subject to revised constitution).

- Kirkham Futures programme board:
 - Leader of the Council & Lead Member for Economic Development – Cllr Karen Buckley.
 - Deputy Leader & Chairman of Planning Committee – Cllr Richard Redcliffe.
 - Programme Sponsor – Head of Projects and Regeneration (Chair).
 - Programme Manager – Principal Economic Regeneration Projects Officer.
 - External project and cost managers – Gosling Consulting Ltd if required.
 - Estates (copied in on reports only).
 - Finance representative.
 - Comms representative.
 - Kirkham Town Council Clerk.
 - Kirkham Town Council Mayor (or another nominated Councillor).

- Project Vento:
 - Lead member for Tourism – Cllr Jayne Nixon.
 - Project Sponsor – Head of Projects and Regeneration.
 - Project Manager – TBC.
 - Architect and Lead Consultant – Creativ Sparc Architects (External).
 - Estates representative.
 - Communications representative.

- Finance representative.
- Lytham Clifton Street Public Realm
 - Leader of the Council & Lead Member for Economic Development – Cllr Karen Buckley.
 - Deputy Leader & Chairman of Planning Committee – Cllr Richard Redcliffe.
 - Project Sponsor – Head of Projects and Regeneration (Chair).
 - Project Manager – TBC.
 - Estates representative.
 - Communications representative.
 - Finance representative.
 - Lytham Business Partnership Chairman (subject to revised constitution).
- UKSPF Programme Board
 - Leader of the Council & Lead Member for Economic Development – Cllr Karen Buckley.
 - Deputy Leader & Chairman of Planning Committee – Cllr Richard Redcliffe.
 - Programme Sponsor – Head of Projects and Regeneration (Chair).
 - UKSPF Programme Manager – Economic Development Officer.
 - Business Engagement and Town Centres Officer.
 - Tourism and Culture Manager.
 - Comms representative.
 - Finance (reports only).

11. If the recommendation within this report is approved, then officers will prepare detailed terms of reference to be agreed by each board and will schedule meetings during December 2023. The board meetings will then start from January 2024 onwards. Board reports will be made available for members to view.

CORPORATE PRIORITIES	
Economy – To create a vibrant and healthy economy	√
Environment – To deliver services customers expect	√
Efficiency – By spending money in the most efficient way	√
Tourism – To create a great place to live and visit	√

IMPLICATIONS	
Finance	None
Legal	None
Community Safety	None
Human Rights and Equalities	None
Sustainability and Environmental Impact	None

Health & Safety and Risk Management	None
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