

# HAVANT BOROUGH COUNCIL

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**CABINET**

**13 February 2019**

## **REGENERATION GOVERNANCE STRUCTURE**

**Head of Regeneration (South)**

### **FOR DECISION**

**Portfolio: Cabinet Lead for Finance and Regeneration      Cllr T Pike**

**Director: Simon Jenkins**

**Key Decision: Yes**

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### **1.0 Purpose of Report**

- To seek approval for a revised governance structure for the Regeneration function of the Council to be in line with new management arrangements.

### **2.0 Recommendations**

Cabinet agrees:

- 2.1 To the delivery of the Regeneration Programme in line with the attached revised governance structure in order to meet the objectives set out in the Opportunity Havant Regeneration Strategy 2018-2036 as adopted by the Council in November 2018.

### **3.0 Executive Summary**

- 3.1 The Opportunity Havant Regeneration Strategy was adopted by the Council on 7 November 2018 as one of the four policy pillars of the Council alongside the Local Plan, the Corporate Strategy and the Medium-term Financial Strategy.
- 3.2 The Regeneration Strategy sets out the case for the Council taking an interventionist approach in developments in the Borough in order to drive forward the delivery of strategic objectives around economic prosperity, job creation and the provision of housing.
- 3.3 The development and delivery of a suite of projects known as the Regeneration Programme was delegated to the then Strategic Director for Operations and Place Making in consultation with the Cabinet Lead for Finance and

Regeneration on the understanding that individual projects would be brought to Cabinet for approval.

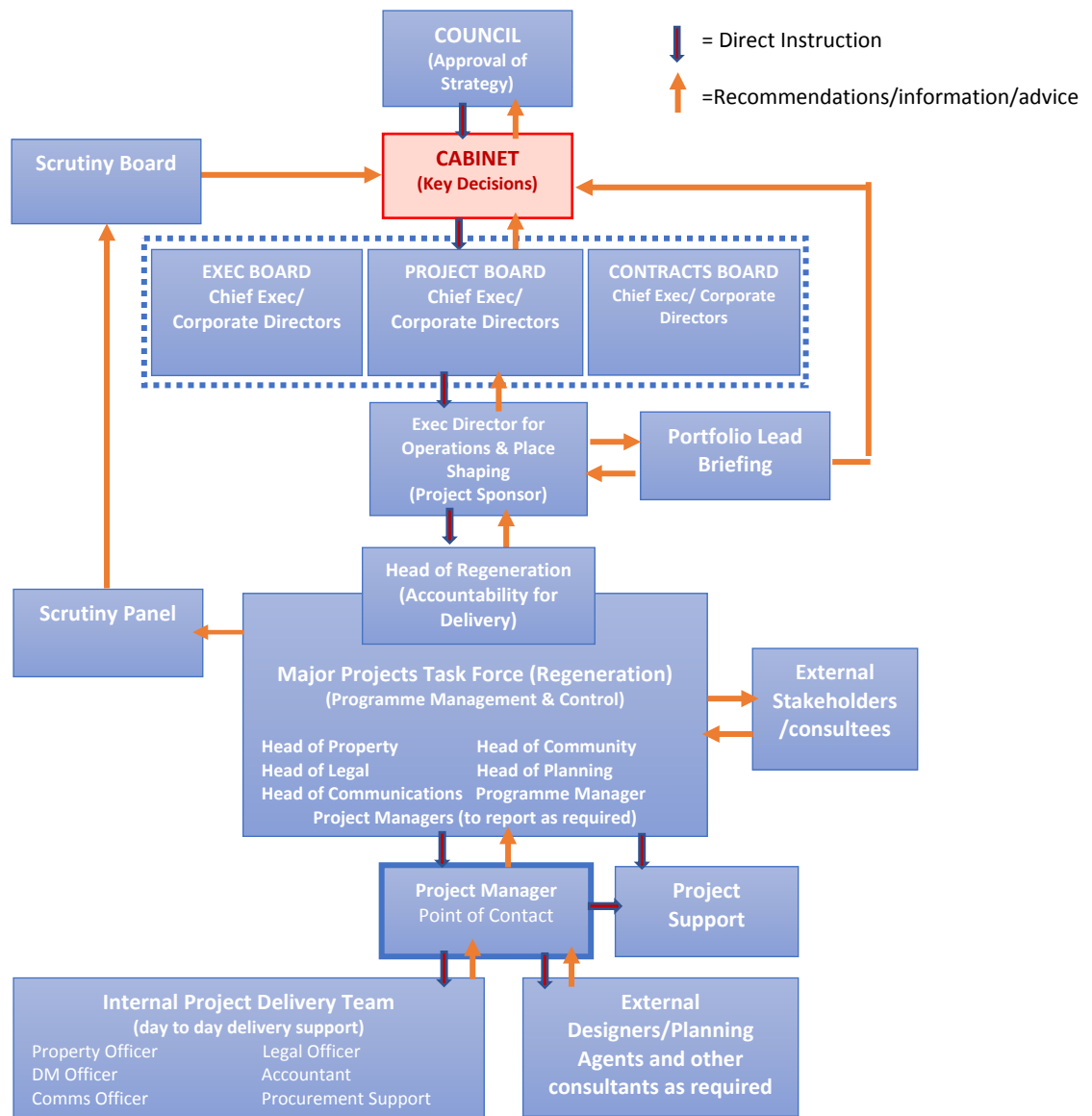
- 3.4 The Regeneration Strategy included a governance structure (Fig. A). This structure set out the decision-making mechanisms, accountability and detailed management and reporting arrangements for the projects within the Regeneration Programme.
- 3.5 Since the Regeneration Strategy was adopted both the Strategic Director for Operations and Place Making and the Chief Executive have left the Council and a new interim management structure has been put in place.
- 3.6 There is now a requirement to revise the governance structure that was approved as part of the Regeneration Strategy in order that it fits in with the new management arrangements of the Council. There is also an opportunity to ensure that the revised structure involves the appropriate level of Member engagement. The proposed new structure is shown at Fig. B

## DETAILS

### 4.0 Previous Structure

- 4.1 The governance structure approved as part of the Regeneration Strategy works as follows:
  - The **Council** approves the Strategy
  - **Cabinet** is the key decision-making body for the Regeneration Programme
  - The Regeneration Programme is overseen and strategically managed by the **Executive Project Board**
  - Member involvement was via the Strategic Director for Operations and Place Making who, as a member of the Executive Project Board would give **briefings to the Cabinet Lead for Finance and Regeneration**
  - Scrutiny is via the **Scrutiny Panel** and **Scrutiny Board**
  - Detailed management of the Regeneration Programme is undertaken by the **Major Projects Task Force (Regeneration)** who managed the individual project delivery teams.

FIG. A PREVIOUS STRUCTURE



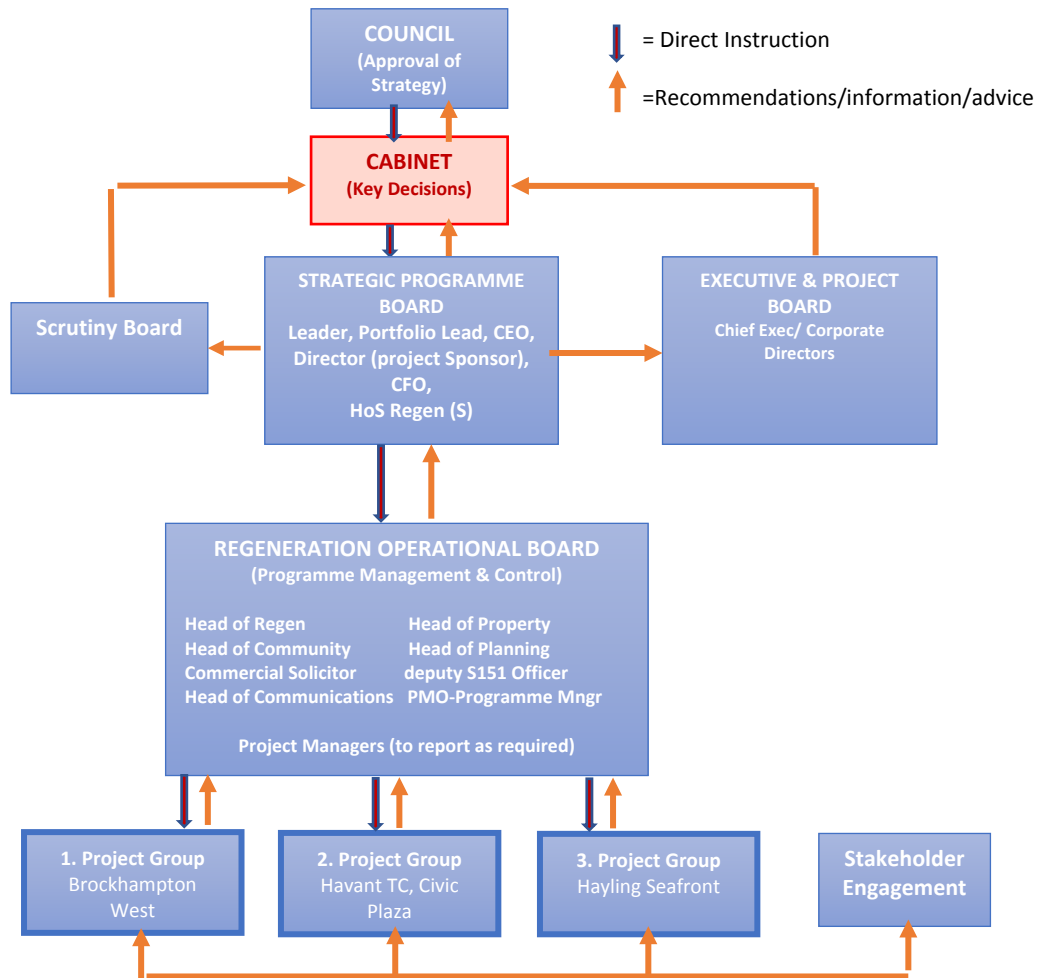
## 5.0 Revised Structure

5.1 The revised governance structure works as follows:

- The **Council** approves the Strategy
- **Cabinet** is the key decision-making body for the Regeneration Programme
- The Regeneration Programme is overseen and strategically managed by the **Strategic Programme Board**, which is made up of senior Members and officers
- The Strategic Programme Board reports into and updates both the **Executive Board** and the **Executive Project**

- Board.** Their role is managing resources conflicts and interdependencies with other programmes/projects
- Detailed management of the Regeneration Programme is undertaken by the **Regeneration Operational Board** who managed the individual project delivery teams
  - Scrutiny is via the **Scrutiny Board**

FIG. B REVISED STRUCTURE



- 5.2 The revised governance structure has the following benefits:
- Fits in with the new interim management arrangements
  - Simplifies the decision-making process
  - Has more robust involvement of elected Members
  - Demonstrates greater accountability

## **6.0 Additional Budgetary Implications**

- 6.1 The revised structure does not involve any additional budgetary implications as it utilises existing resources and there is no requirement for additional staff.
- 6.2 The Revised structure will ensure that the financial management of the projects within the Regeneration Programme will be subject to robust scrutiny by both the Chief Finance Officer and elected Members.

## **7.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

- 7.1 The current Corporate Strategy 2017-2022 (approved July 2107) promotes the borough's regeneration throughout. Regeneration projects are key to achieving the strategy as highlighted by a *Focus our project structures on our ambitious regeneration and financial targets and Adopting a rigorous, commercial and evidence-based approach to evaluating projects and new initiatives, while maintaining our key ethos of social responsibility and democratic accountability*
- 7.2 The Corporate Strategy confirms that it 'complements our Local Plan'. The regeneration programme is fully aligned with the existing and emerging Local Plans. The Corporate Strategy is being updated and likely to be considered by Council in February 2019. The emerging corporate strategy gives even more emphasis to regeneration than the current.
- 7.3 There are now references in the Corporate Business Plans (2018 -2019) to the regeneration projects. The Business Plans for 2019 -2020 will need to consider how every team in every directorate will contribute to the regeneration programme as it will need to become a core function for every team.

## **8.0 Options considered and reasons for the recommendation**

- 8.1 The alternative option to the above is to continue to use the previous governance structure. This no longer fits in with the revised management arrangements and does not include robust Member involvement.

## **9.0 Resource Implications**

- 9.1 The revised governance structure requires no additional resource implications above those approved when the Regeneration Strategy was adopted in November 2018..

## **10.0 Legal Implications**

**10.1** The above revised structure provides better accountability and is in line with the Council's constitution.

## **11.0 Risks**

**11.1** The increased risks involved in the Council taking a more interventionist position in the regeneration of the Borough must be balanced with not being involved undermining the future prosperity of the Borough. Certainly, development carries risks in terms of increasing build costs and a reliance on the wider market to achieve expected sales values. With the right expertise and development partner arrangement these risks can be managed.

**11.2** The revised governance structure minimises risks to the Council by introducing robust management and accountability to decision making around the delivery of the Council's Regeneration Programme.

## **12 Consultation**

**12.1** The regeneration projects are all identified in the emerging Local Plan, which is subject to a full public consultation programme. The Local Plan is at a relatively high level and therefore when detailed proposals emerge for the individual projects then additional consultation will be planned. If and when any planning application is made, then that is subject to statutory public consultation.

**12.2** Consultations with councillors will be central to the programme as members are the representatives of the communities. As the regeneration programme evolves events, workshops and seminars will be programmed for the projects as they progress.

## **13 Communication**

**13.1** Communication is crucial for the Regeneration Programme. This will need to be integrated into the communications and marketing team's work programme to provide support, using the normal Council media methods and increasingly social media to access the full demographic of the Borough.

**13.2** It will be essential that everyone involved in the delivery of the Council's Regeneration Strategy and Regeneration Programme is familiar with the governance structure in order to understand where decisions are made and how their individual role contributes towards delivery.

Appendix A: [Regeneration Strategy](#)

Background Papers:

[Havant Corporate Strategy 2017 -2022](#)

[Havant Local Plan](#)

Agreed and signed off by:

Monitoring Officer: 6 February 2019

S151 Officer: 6 February 2019

Director: 5 February 2019

Portfolio Holder: 5 February 2019

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