

Blackpool Town Deal Board meeting 16

Agenda Item 7

Report to: Blackpool Town Deal Board

Subject: Town deal programme management framework

Relevant Officer: Nick Gerrard, Growth and Prosperity Programme Director

Date of Meeting: 11 February 2022

1. Purpose of Report

To provide the Board with details of the programme management approach to be adopted to ensure the successful delivery of the Town Deal Programme.

2. Recommendations

To note the report and to provide the Town Deal Board Chair with approval to review and sign off a required Governance Assurance Statement (Annex C) to DLUHC by the deadline of 11 March 2022 in liaison with the council's section 151 officer.

3. Town Deal Programme Management Framework

3.1 Background

Further to Blackpool Council submitting a successful Town Investment Plan (TIP) in July 2020, Government agreed to allocate Blackpool funding of £39.5 million across financial years 2021/22 to 2025/26, via Heads of Terms provided in October 2020. This was signed by the Council, Chair of the Town Deal Board and subsequently by the Secretary of State in January 2021.

Government are providing the funds on the understanding they will be used to support Blackpool, by 2030, to become the thriving coastal community described in the updated Town Prospectus (published in June 2020 after consultation and development by the Blackpool Pride of Place Partnership). The TIP, which is seeking to secure public sector investment to drive economic regeneration and productivity growth, will be delivered as part of a wider programme of private and public sector investment.

Town Deal funds are to be issued annually as un-ring-fenced grant payments under section 31 of the Local Government Act 2003 against the profile submitted for the approved

schemes, five of which were approved in December 2021 with approval of the other two anticipated shortly.

3.2 Overarching accountability

Blackpool Council are the designated overarching accountable body for all funds with overall responsibility for the delivery of the programme with the oversight of the Town Deal Board. It needs to comply with DLUHC mandatory monitoring and evaluation (M&E) requirements, which will involve reporting twice a year on Inputs, activities and outputs. This includes collecting accurate data and using the agreed metrics and methods as set out in M&E guidance. All monitoring returns will be required to be signed off by Blackpool council's section 151 Officer.

In addition, there is a specific assurance review activity required by government as the formal way by which the government engages with the accountable body and Town Deal Board to review governance and assurance processes associated with the Town Deal.

The assurance review covers all funding associated with the Town Deal received to date, inclusive of capacity and accelerator funding. The review cannot be seen as a stand-alone event. Assurance consists of the following elements:

- a) Spot checks against the governance requirements of the Town Board.
- b) Regular dialogue between the DLUHC, Accountable Body and Town Board ensuring that emerging issues and risks are dealt with early.
- c) Town Deal performance reporting including total spend, forecast spend and delivery progress.
- d) An assurance review (January to March annually).

The assurance review provides Government, the accountable body and Town Deal Board with the opportunity reflect on the Town Deal performance (since cost were incurred), in the areas of governance and financial regularity.

The assurance review takes place in the context of on-going and trusted dialogue between DLUHC area leads and the accountable body and Town Deal Board. Performance issues ought to surface and be dealt with in real time, and so the assurance review should not include any surprises for the accountable body, Town Deal Board or the DLUHC.

There are three actions that accountable body are asked to complete to support the provision of assurance. One of these requires the engagement of the Town Deal Board Chair.

- 1) The Chief Finance Officer (section 151 officer) should submit their Assurance Statement for the Town Deal by 18 February 2022, by completing a standard form



(Annex A, Table 1 below) in which they must reflect any areas of concern, identifying the project covered by the Town Deal.

- 2) The Section 151 Officer must also write to the Department for Levelling Up, Housing and Communities (DLUHC) Accounting Officer using a separate template (Annex B – Table 1 below) by 18 February 2022.
- 3) Finally, the accountable body and Town Deal Board must submit their governance assurance statement (separate template Annex C, table 1 below) to DLUHC by 11 March 2022. Again, this should reflect any areas of concern, identifying the project covered by the Town Deal.

Required documentation	Deadline
Chief Finance Officer (Section 151) Assurance Statement (Annex A)	18 February 2022
Chief Finance Officer (Section 151) Assurance Letter to the Accounting Officer (Annex B)	18 February 2022
Governance Assurance Statement (Annex C)	11 March 2022

As accountable body, the council must also maintain the capacity and capabilities to ensure the teams delivering the projects that constitute each programme follow the applicable rules of engagement. Each project is subject to a service level agreement (SLA) with the Council covering scheme delivery responsibilities and requirements. Adherence to the SLA and all monitoring and claims requirements will be overseen by the Council’s Programme Monitoring Office and Finance Department (with support from wider council functions e.g. planning, legal, audit etc.). Where external bodies are involved in the delivery of the schemes or critical follow-on activities, additional Memoranda of Understanding and/or Grant Funding Agreements will also be put in place. Such agreements are required for:

- Blackpool Central Courts Relocation (with Her Majesty's Courts and Tribunals Service)
- The Multiversity (with Blackpool & the Fylde College), and
- Revoe Community Sports Village (with Blackpool Football Club).

For all 7 projects:

- Each has a designated Project Lead.



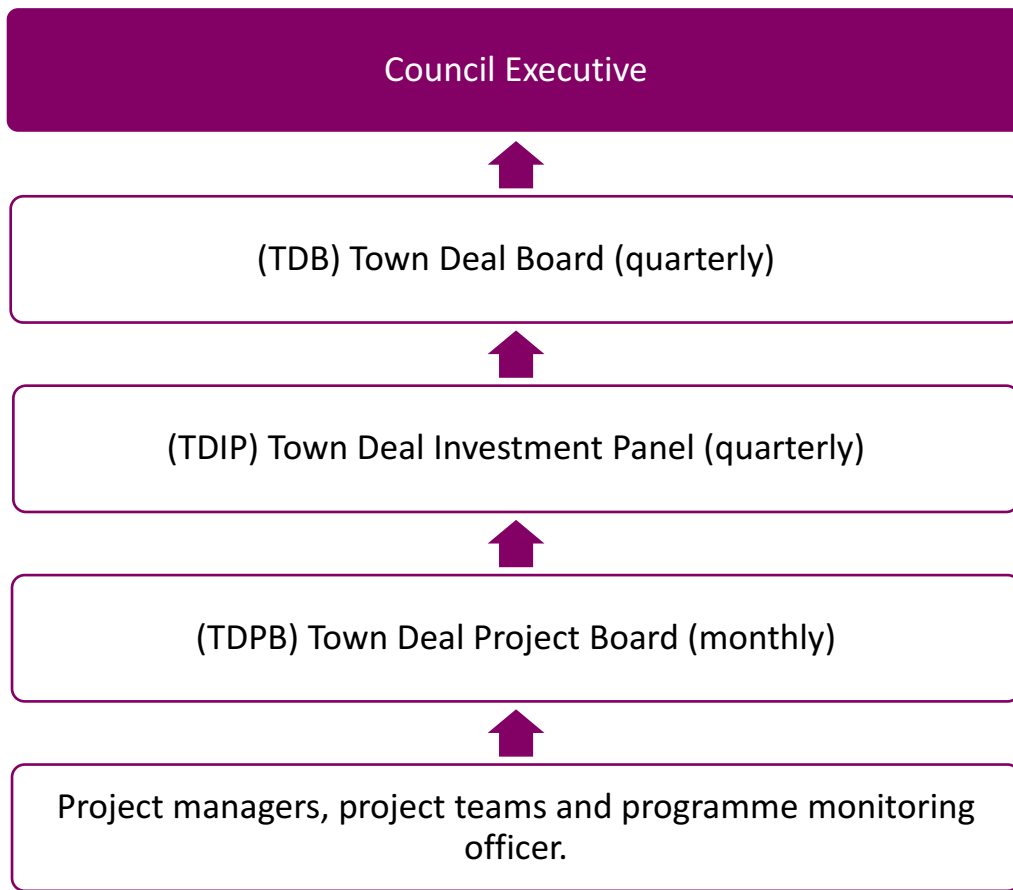
- All have established project (delivery) teams with representation from cross-cutting theme experts (equality & diversity, net zero/environmental & social value).
- Each has a dedicated cost code and accountant to support the project team.
- Each will also be allocated a project sponsor who will be accountable for ensuring that the work is governed effectively and delivers the objectives that meet the identified needs.
- The council's procurement team will ensure full compliance with associated legislation.
- The council's risk services team has helped develop the programme's risk register and will undertake internal audits of schemes to ensure probity.
- The Town Deal engagement team has been established to undertake engagement with communities, businesses and organisations.

3.3 Governance and project management

The Blackpool Town Deal programme has a clear governance and management structure. The project teams, with support from other Council functions including the Programme Monitoring Office (PMO), are responsible for the ongoing delivery of the projects.

The first level of oversight comes from the monthly Town Deal Project Board (TDPB) with Project Teams and the PMO contributing to an In-depth review of project delivery.

The TDPB reports into the Town Deal Investment Panel. The TDPB comprises a membership of mainly Council officers with relevant external delivery partners. The TDIP updates and makes any necessary recommendations to the Town Deal Board which oversees the programme and acts in an advisory role to the Council's Executive in their role as accountable body.



3.4 Project managers and project teams

Project specific teams will manage and deliver individual projects. Each team is led by a dedicated council project manager who oversees management of their project on a day-to-day basis. The majority of project teams are staffed by the council in conjunction with partners as appropriate. The exception is the Revoe Community Sports Village which has a project manager appointed by Blackpool Football Club who liaises with a project manager in the council.

In the course of managing the projects day-to-day, the project managers have primary responsibility for engaging and working with all stakeholders to ensure activities are undertaken in line with the Town Deal rules, 'fit' with the Town Investment Plan and match with the needs of the local communities. Their duties therefore include the correct tendering, awarding & delivering of related works, maintaining good communications with the local population and ensuring delivery partners comply with the approved scheme. The project managers will therefore work closely with the council's procurement, capital works and marketing functions, the Programme Monitoring Office (PMO) and the Town Deal engagement team.

They are also responsible for:

- Providing written update reports (progress and future activities) to the Town Deal Project Board.
- Attending Town Deal Project Board meetings to answer questions, enabling full transparency.
- Providing the quarterly claims documentation to the PMO.

3.5 Programme monitoring office

The Programme Monitoring Office (PMO) has been established to support the council's position as accountable body for UK Government funded regeneration programmes.

Once a funding programme has been agreed with Government, the PMO's principal duties are to devise and implement processes that ensure the Council performs its duties as accountable body fully, correctly and efficiently. Consequently, the PMO:

- Has a complete understanding of the Town Deal programme's rules & the Council's responsibilities therein.
- Manages the required claims, progress and change request processes for the programme.
- Is responsible for all communications with DLUHC and providing the formal six and twelve monthly monitoring reports the department requires.

The PMO will work with the project teams throughout delivery and will receive & manage change requests and quarterly claims / progress documentation from them. The PMO team will review & challenge the information and will compile information into reports to be shared with all the Town Deal committees, highlighting:

- Project expenditure – actual and forecast.
- Project progress - against milestones for both spend and outputs/outcomes.
- Risks – management and mitigation using a RAG rating system.
- Key issues/changes – that will influence the achievement of outcomes (e.g., timescales, project design).

These reports will in feed into the formal six & twelve monthly monitoring reports for DLUHC.

Team members will be trained on the Government's DELTA online system for reporting through to DLUHC. Qualitative feedback on the overall investment strategy and local engagement activity, including involvement of Blackpool Town Deal Board, will also be provided annually within the monitoring forms provided. Prior to submission to DLUHC, all data and monitoring returns will be signed off by Blackpool council's section 151 officer.

The PMO team constitutes the Head of Project Development and Funding and the Project and Programme Monitoring and Assurance Manager with input, as appropriate, from the Project and Programme Development Manager. The team is overseen by the Growth & Prosperity Programme Director.

To assist with legal issues, such as the examination and/or preparation of legal documents, the PMO is assisted by the council's Deputy Head of Legal Services (Regeneration and Governance). To assist with claims and change requests, the PMO is assisted by the council's assistant accountant - Governance & Partnership.

In collaboration with the council's Head of Equality & Diversity and Strategy and Policy and Research Manager, the PMO will also contribute to the council's annual Public Sector Equality Duty and low carbon reports.

The PMO has terms of reference it will continue to work to (see Annex). Please also see the attached claims and change request documentation. (Note: quarterly claims for 2022/23 year will cover the following periods: Jan to March 22, April to June 22, July to Sept 22, Oct to Dec 22, Jan to March 2023, and are included in the guidance worksheet of the claim form).

3.6 Town deal project board

The Town Deal Project Board (TDPB), which sits monthly, is chaired by the Growth and Prosperity Programme Director supported by the PMO. The TDPB provides an opportunity to determine project delivery position and issues needing to be actioned. The TDPB has established terms of reference it will continue to work to (please see the attached document).

The TDPB provides information updates upon:

- Project expenditure (actual and forecast)
- Project progress (against milestones for both spend and outputs / outcomes)
- Risks and change management
- Key project issues/changes (that will influence the achievement of outcomes e.g. timescales & project design)

- Community engagement and PR activity
- Any PSED and low carbon/net zero specific activity
- Update members on programme level performance
- Update members on wider engagement with DLUHC including any monitoring and evaluation activity

These updates will in feed into the formal six & twelve monthly monitoring reports for DLUHC.

Membership of the TDPB is largely composed of Blackpool council officers incorporating Project Managers, Project team members and representation from key Council support functions e.g. legal, planning, finance. Additionally, project specific delivery partners will be invited as necessary.

3.7 Town Deal Investment Panel

The primary responsibility of the Town Deal Investment Panel (TDIP) is to support the implementation of the Town Deal programme and make strategic recommendations to the TDB in this regard. It will review programme delivery in-depth covering project monitoring, claims and assurance etc. engaging closely with the PMO and wider teams, as required. TDIP terms of reference are in place (see agenda item five). In brief the TDIP will:

- Implement and monitor the Town Deal programme in accordance with the heads of terms signed with the Ministry of Housing, Communities and Local Government (the forerunner to DLUHC)
- Oversee monitoring and evaluation activity and review DLUHC monitoring reports to provide recommendations to the TDB to aid final review and approval.
- Refer 'up' issues arising if project sponsors are unable to comply with any principles agreed by the TDB.
- Make recommendations to the TDB relating to proposed material changes to funding profiles, including redirecting significant resources in year and between projects.
- Make recommendations to the TDB (who in turn would need to seek approval from Government) on any proposed material changes to project funding in the event of non-delivery, and/or the withdrawal of grant offer.

The secretariat function of the TDIP will also be provided by the Council's PMO team.

3.8 Town Deal Board

The Programme will be overseen by the Town Deal Board (TDB) and managed and delivered by Blackpool Council. The TDB has established terms of reference it will continue to work to (see agenda item four).

The TDB will meet throughout programme delivery. The board's 2 original roles were:

- To agree an evidenced based Town Investment Plan.
- To develop a clear programme of interventions.

During delivery, the key roles will be:

- Oversee scheme delivery against programme.
 - Including spend, outputs, outcomes and evaluation.
- To co-ordinate resources and influence stakeholders.
- To oversee and support community engagement and communications activity.
- To ensure activities are working in line with key Council policy themes;
 - Equality & diversity (designated PSED)
 - Social value
 - Low Carbon / net zero approaches, where possible

The secretariat function of the TDB will be provided by the council's PMO. Board papers and minutes (observing confidentiality as necessary) will be provided on the dedicated council website: [Blackpool Town Deal](#)



Document
Town Deal Project Board terms of reference
Town Deal Investment Panel terms of reference (Pending review at the 11 February Town Deal Board meeting)
Town Deal Board terms of reference (Pending review at the 11 February Town Deal Board meeting)
Programme Monitoring Office terms of reference
Town Deal change request form
Town Deal change request process
Town Deal claim form (including progress report)
Town Deal claim process
Town Deal Programme Monitoring Office progress update form (for Town Deal Project Board)
Town Deal Project Team progress update form (for Town Deal Project Board)