

<b>Subject:</b>	<b>Seafront Investment Programme – Governance Arrangements</b>		
<b>Date of Meeting:</b>	<b>19 March 2015</b>		
<b>Report of:</b>	<b>Executive Director for Environment, Development &amp; Housing, and Assistant Chief Executive</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Ian Shurrock</b>	<b>Tel: 29-2084</b>
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<b>Ward(s) affected:</b>	<b>South Portslade, Wish, Westbourne, Central Hove, Brunswick &amp; Adelaide, Regency, Queen’s Park, East Brighton and Rottingdean Coastal.</b>		

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Seafront Investment Programme brings together a portfolio of projects and seafront initiatives together as a co-ordinated programme of work that will be overseen by a multi-disciplinary programme officer steering group. The Investment Programme will provide the necessary programme and project management arrangements to develop a new Seafront Investment Plan. Also, it will ensure that all seafront investment projects are delivered as part of a co-ordinated investment programme which meets the aims of the Corporate Plan and Sustainable Community Strategy.
- 1.2 The Policy & Resources Committee on 22<sup>nd</sup> January 2015 agreed the responses to the recommendations of the Seafront Infrastructure Scrutiny Panel. The committee also agreed that a further report is considered by the Policy & Resources Committee in March 2015 as recommended by the Scrutiny Panel to outline how a Seafront Investment Programme will be managed. This report sets out the governance arrangements for the programme.
- 1.3 The Policy & Resources Committee in January also agreed for a further report to be considered by the committee in September 2015 as recommended by the Scrutiny Panel. This report will outline a draft Seafront Investment Plan, and identify potential investment, delivery and wider resource solutions to meet the challenges.

**2. RECOMMENDATIONS:**

- 2.1 That the committee notes the Programme Brief (Appendix 1), Current Significant Projects (Appendix 2) and Governance Structure (Appendix 3) for the Seafront Investment Programme.

- 2.2 That the committee approves an allocation of £30,000 from the council's 2014/15 Strategic Investment Fund to support progress of the project.

### **3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The seafront is of considerable importance to the city as a much visited recreational resource by both residents and visitors alike. The seafront plays a major part in the tourism offer of the city and therefore contributes significantly to the visitor economy of the city, which is valued at £800 million per year and supports 20,000 jobs (15,000 full time equivalents). Therefore, it is essential that the seafront is well maintained and managed to not only reduce the health and safety risks but also ensure that it remains a very attractive place to visit.
- 3.2 The heritage structures and infrastructure managed by the council along the seafront require significant investment. Key issues include the condition of the seafront arches which provide structural support to the A259 and are now in need on ongoing renewal, but also house many businesses, and Madeira Terrace which needs extensive renovation. The seafront railings and retaining walls are also priorities for investment in coming years. Maintaining seafront infrastructure is currently one of the highest priority issues on the Strategic Risk Register.
- 3.3 However, maintenance and renovation requires considerable resources, and the council needs to investigate how to fund any renewal programme. The cost of structural works needed for the seafront is estimated to be in the region of £100 million. In addition, the prioritisation of available resources would be necessary to best support the aspirations of the draft Seafront Strategy.
- 3.4 The Seafront Infrastructure Scrutiny Panel recommended that the council should consider the way the seafront is managed to meet the challenges that are faced. In particular the panel recommended that the council manages the seafront as a single, coherent programme – strategically, financially and operationally.
- 3.5 The proposed programme brief and governance of the Seafront Investment Programme area are outlined in Appendix 1 and Appendix 3. The programme brief document provides an overview of the Seafront Investment Programme governance arrangements, as agreed by the Executive Leadership Team. Included are:
- a diagram of the governance structure (Appendix 3);
  - details of the current significant projects which are part of the Seafront Investment Programme, including key officers (Appendix 2) ;
  - proposals to establish a multi-disciplinary programme team – a group of key officers who will meet regularly to manage the progress of the programme (Appendix 3)
  - terms of reference for the Seafront Investment Board which will oversee the development and delivery of the Seafront Investment Plan (Appendix 3);
  - the highlight report template (Appendix 3).
- 3.6 The objectives of the Seafront Investment Programme respond to the recommendations of the recent Seafront Infrastructure Scrutiny Panel report and include:

- Developing a co-ordinated programme of investment that brings together public, private, government, and business expertise to maximise delivery
- Creating the conditions that the City's seafront investment destination of choice, with all parts of the seafront fulfilling its potential
- Ensuring that the City is in a position to unlock seafront development sites, and exploit its assets through identifying all funding opportunities and taking a more commercial investment approach – including the exploration of new models of investment and service delivery
- Identifying and prioritising a medium term pipeline of investment opportunities which are attractive to investors and developers which drive investment in priority areas
- Overseeing the co-ordination of improvements to seafront infrastructure, including transport infrastructure, flood defences and broadband connectivity, whilst protecting heritage assets
- Supporting the development of our visitor and tourist economy in relation to the seafront
- Developing and overseeing a communication and engagement strategy in relation to the seafront.

3.7 The Investment Programme will aim to build upon the positive recent progress that has been made in relation to major regeneration projects along the Seafront. This includes the phase 1 redevelopment of the Seafront Arches, construction commencing on the Brighton i360, progress with the procurement of a development partner for the King Alfred site, and the ongoing progress with the Brighton Waterfront project which aims to deliver a major multi-use event and conferencing venue on the Black Rock site, and a new extension to the Churchill Square shopping centre onto the Brighton Centre site. Greater strategic co-ordination of these and other seafront investments through the Investment Programme will provide further opportunities to leverage new funding and investment opportunities as projects act as a catalyst for further regeneration.

3.8 The Seafront Investment Programme will be overseen by a cross-departmental, multi-disciplinary officer steering group, which will report to the Corporate Investment Board, which comprises the Executive Leadership Team (ELT) and other key members of the Corporate Management Team. The officer steering group team will meet regularly to ensure co-ordination of all of the projects, pipeline proposals and funding bids that form the Seafront Investment Programme. This new multi-disciplinary approach will enable effective programme management, co-ordination, and the appraisal, assessment and governance of projects. The administration of the programme will be undertaken by the City Regeneration service. A proposed initial list of current significant projects is included in Appendix 2, with the governance structure at Appendix 3 and terms of reference for the steering group at Appendix 4..

3.9 The detailed involvement and oversight of cross-party elected Members remains a key element of major regeneration and investment projects. Cross-Party Project Boards are established on a project specific basis as agreed by Policy & Resources Committee. Project approvals and key decisions are sought as required from the relevant Policy Committee, Policy & Resources Committee and Greater Brighton Economic Board.

- 3.10 In response to the recommendation made by the Seafront Infrastructure Scrutiny Panel, the Seafront Investment Programme officer team are currently exploring ways of ensuring that all relevant information relating to the seafront is stored in a central place to ensure effective sharing and coordination of information across departments. This is likely to initially involve the use of a SharePoint site to allow documents to be stored electronically in a single place.

#### **4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 Policy & Resources Committee agreed on the 22<sup>nd</sup> January 2015, in response to the recommendations made by the Seafront Infrastructure Scrutiny Panel, that a report would be brought to the 19<sup>th</sup> March 2015 meeting outlining the governance arrangements for the new Seafront Investment Programme.
- 4.2 As the delivery of the co-ordinated programme progresses and the new Seafront Investment Plan is developed, it is anticipated that there will be opportunities to consider new models of investment. The draft Seafront Investment Plan will be presented to Policy & Resources Committee in September 2015 and will aim to consider a number of investment and delivery options for the future sustainability of the City's Seafront. It is proposed that an allocation of £30,000 is made from the 2015/16 Strategic Investment Fund to commission specialist support for an options appraisal of new investment models.

#### **5 COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 The Seafront Infrastructure Scrutiny Panel interviewed thirty witnesses during panel meetings of which sixteen were external to the council. The panel also held a drop in session for those who wished to give their views to the panel on the seafront and over fifty people attended. A consultation workshop was also held with the Brighton & Hove Tourism Advisory Board in which panel members were provided feedback on the seafront.
- 5.2 Extensive consultation was undertaken on the draft Seafront Strategy which received a good level of response. Public exhibitions and promotion of a survey on the draft strategy generated 725 responses. In addition, workshops were held for elected members and internal officers to inform the draft strategy.

#### **6. CONCLUSION**

- 6.1 The seafront is of significant strategic importance to the city. Therefore, it is essential that the seafront is maintained and developed to ensure that the city benefits fully from this primary asset.
- 6.2 This report outlines a new approach to co-ordinating all activity and investment in relation to the seafront, through establishing a Seafront Investment Programme that will oversee the development of a new Seafront Investment Plan. Within the context of the difficult financial climate, it is essential that new models of investment and delivery are identified and that they are used in the most effective way through a planned and co-ordinated investment programme.

## 7. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 7.1 The Seafront Investment Programme will require an estimated £100m investment over a number of years and no funding has been identified at this point to support this requirement. The Seafront Investment Plan will be developed to identify funding options including new models of investment such as private sector funding, as well as a co-ordinated approach to seeking external public sector funding. A business plan that will be reported back to future Committees. All other seafront related projects identified in Appendix 2 will have individual business plans to enable their delivery.
- 7.2 The Strategic Investment Fund provides funding to support the delivery of corporate major projects and investment plans to enable their progression. It is proposed that an allocation of £30,000 is made from the 2014/15 Strategic Investment Fund to commission specialist support for an options appraisal of new investment models.

*Finance Officer Consulted: Rob Allen*

*Date: 24.02.15*

### Legal Implications:

At this stage there are no direct legal implications arising from this report. The ongoing position will be kept under review and specific legal implications considered in respect of the options which come forward.

*Lawyer Consulted: Bob Bruce*

*Date: 20.02.15*

### Equalities Implications:

- 7.3 A co-ordinated programme of investment in the seafront would help to create an accessible and connected seafront. A well maintained and attractive seafront would enhance accessibility to the wider public.

### Sustainability Implications:

- 7.4 The objectives of the Seafront Investment Programme are aimed at improving the sustainability of the seafront and contributing to the wider sustainability objectives of the city.

### Any Other Significant Implications:

- 7.5 No other significant recommendations.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Seafront Investment Programme Brief
2. Current Significant Projects
3. Governance Structure Chart
4. Terms of Reference for Officer Steering Group

### **Documents in Members' Rooms**

1. None

### **Background Documents**

1. Report to Policy & Resources on 22<sup>nd</sup> January 2015 – “Response to the Seafront Infrastructure Panel Recommendations”
2. Report of the Overview and Scrutiny Panel on Seafront Infrastructure – October 2014