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| Subject: | Greater Brighton Five Year Strategic Priorities | | |
| Date of Meeting: | 29 January 2019 | | |
| Report of: | Chair, Greater Brighton Officer Programme Board | | |
| Contact Officer: | Name: | Nick Hibberd | Tel: 01273 293020 |
| | Email: | Nick.Hibberd@brighton-hove.gov.uk | |
| Ward(s) affected: | All | | |

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Greater Brighton Economic Board (“the Board”) was established in 2014 as part of the Greater Brighton City Region Deal with Government. The principal role of the Board has been to co-ordinate development and investment activity across the City Region.
- 1.2 To that end the Board has been successful, as it has helped to secure over £160m in Local Growth Funds (LGF) through several funding rounds. This funding is supporting projects across the City Region ranging from flood defences in Shoreham and Newhaven, new buildings at the University of Brighton and Greater Brighton Metropolitan College, and transport infrastructure improvements in Burgess Hill and Worthing.
- 1.3 However, there is a growing sense from Board members that for Greater Brighton to reach its full potential there is a need for the Board to take a step forward, both in terms of aspiration and the level of associated activity. It was decided at the Board meeting on 16 July 2018 that the Board should develop a Five Year Strategic Plan, which would set out what the vision is for Greater Brighton over the next five years and establish a clear list of objectives and priorities for 2019-2023.
- 1.4 The future direction of the Board needed to be driven by the Board Members, so officers produced a questionnaire that was circulated to all members to elicit feedback. This feedback formed the basis of a discussion paper that was presented at the Board Meeting on 16 October 2018.
- 1.5 The main recommendation in the discussion paper was that a facilitated session be held in which Board Members could talk through the points raised in that paper in more detail, and work towards developing a set of strategic priorities. This meeting took place on 11 December 2018, and this paper represents a draft set of priorities and recommendations and proposed changes to governance based on the agreed conclusions from that meeting. All Board Members have had the opportunity to comment on a previous version of the Strategic Priorities Paper. This feedback has been important to ensure the document reflects all Member views and has been incorporated into the final version attached in Appendix.

2. RECOMMENDATIONS:

- 2.1 That the Board agrees the recommendations made on page 11 of the Five Year Strategic Priorities paper, which can also be seen in 3.4 below.
- 2.2 That the Board agrees to review a more detailed action plan outlining how these priorities will be delivered at the next Board meeting.
- 2.3 That the Board agrees the resourcing requirements be further developed and brought forward as part of the annual budget report to the next meeting of the Board.
- 2.4 That the Board agrees to review progress against agreed priorities at least annually, and review new governance structures put in place.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Board has been successful since its inception but at a regional and national level the economic and political context has changed since 2014. A new Government Industrial Strategy, a new Strategic Economic Plan from Coast-to-Capital and the upcoming UK departure from the European Union, are all significant developments that will have an impact on the Greater Brighton Region.
- 3.2 These changes, coupled with the consensus from Board members that the Board should be more ambitious, more strategic and more proactive, mean that now is a good time to reflect on the last four years and look ahead to the future.
- 3.3 The Greater Brighton Strategic Priorities paper sets out the Board's aspiration over the next five years, a clear set of priorities on which to focus and establishes the required governance arrangements to achieve this.

Three main areas are covered as part of the Strategic Priorities;

1. Aspirational & Strategic

What is the vision of the Board and what are going to be the key objectives and priorities over the next five years?

2. Operational & Governance

How does the Board need to be organised to achieve the agreed vision and priorities?

3. Resourcing & Delivery

What resources need to be in place or available to deliver the agreed vision and priorities?

3.4 The key recommendations outlined in the Strategic Priorities paper are;

Aspirational & Strategic

1. Adopt the new strategic vision and ten priorities for the Board
2. Continuing enhanced communications activity but including a website overhaul, and development of the brand
3. Develop a pipeline of projects which reflect the priorities
4. Continue to support existing work-plan projects to completion
5. Work with Coast-to-Capital to deliver a Local Industrial Strategy for the City Region
6. Agree that the Board adopt a strong lobbying role around transport and housing

Operational & Governance

1. Adopt the proposed criteria/questions used to evaluate potential new members
2. Set up regular business engagement events for the Board
3. Amend the Board Heads of Terms to reflect an annual election of the Chair, but remove the requirement for a new chair to be appointed each year
4. Adopt a cabinet-style approach and appoint Board Members as spokespeople/leaders on priority areas
5. Reduce the number of annual Board Meetings from four to three
6. Throughout the year hold two further workshops, which could be thematic, to discuss issues in greater detail
7. Review the Officer Programme Board role and function
8. Set up specific working groups for all key priorities

Resourcing & Delivery

1. A budget report for 2019/20 will be presented at the next Board Meeting.
2. Each autumn a list of proposed projects and budget requirements are brought to the Board at a meeting for decision/prioritisation for the next financial year

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The appended paper will form the basis of a discussion around the options for a strategic vision and set of priorities for the Board.
- 4.2 An alternative to developing a Five Year Strategic Plan would have been a “do nothing” approach and retain the existing status quo. However, for the reasons outlined in 1.3, and 3.1-3.3, this is not advisable. To continue to have an impact and to be the best representation for City Region residents and businesses, the Board does need to take a step forward. It is time to broaden the ambition of the Board in line with other strategic developments such as the establishment of Transport for the South East (TfSE). The Board needs to be an active and dynamic influencer in the sub-region, ensuring that Greater Brighton ambitions are cogently promoted with regional partners. The Board needs to ensure that its priorities are aligned to those of other key stakeholders, so that Coast-to-Capital and other partners are engaged advocates and supporters, working with the

Board to help realise those ambitions. All of this needs setting out in a new strategy for the City Region, underpinned by a strong vision statement and a clear set of priorities

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There has been consultation and engagement with Board Members to prepare the discussion document and the Strategic Priorities paper and there will be further consultation and engagement to get to a final proposed strategy.

6. CONCLUSION

- 6.1 The Five Year Strategic Priorities Paper is a crucial document that sets out the vision for the Board over the next five years. It outlines a set of agreed and clear priorities for Greater Brighton and will form the basis of discussion with Coast-to-Capital, Government and other stakeholders.
- 6.2 It also sets out, at a high level, the governance structures, operational arrangements and resourcing requirements that will be needed to ensure the Board will deliver the agreed vision and priorities for the City Region.
- 6.3 The next step will be to identify a pipeline of projects which reflect the agreed priorities and more detailed action plan will be drafted to demonstrate how these priorities will be delivered.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Greater Brighton Economic Board working budget for 2019/20 is estimated to be approximately £35,000 to provide support for the new projects identified within the Strategic Priorities Paper in Appendix 1. It is estimated that a working budget of circa £60,000 will be required in 2019/20 to deliver the identified work streams. Consideration will need to be given to increasing contributions from members and further work will be undertaken to identify the costs before proposals for additional contributions be brought back to this Board. The Board will need to approve any recommendations for additional contributions.

Finance Officer Consulted: Rob Allen, Principal Accountant

Date: 10/01/19

Legal Implications:

- 7.2 The Strategic Priorities Paper will require the variation of the Board's Heads of Terms and this will need to be subject to the approval of each body represented on the Board.

Lawyer Consulted: Joanne Dougnaglo Senior Property Lawyer

Date: 10/01/19

Equalities Implications:

- 7.3 The Strategic Priorities Paper will seek to ensure that the benefits of economic regeneration are shared across the City Region.

Sustainability Implications

- 7.4 None identified at this stage. The final proposed Five Year Strategy will need to consider sustainability implications for the city region.

SUPPORTING DOCUMENTATION

Appendices:

1. Greater Brighton Five Year Strategic Priorities paper

