POLICY & RESOURCES COMMITTEE	Agenda Item 81
	Brighton & Hove City Council

Subject:	Governance of Major Regeneration and Infrastructure Projects		
Date of Meeting:	5 December 2019		
Report of:	Executive Director – Economy, Environment & Culture		
Contact Officer:	Name:	Max Woodford & Sam Smith	Tel: 01273 291383
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 In the 'Review of the Council's Constitution' report to Policy & Resources Committee on 28 April 2016 members agreed to disband major project's project boards and introduce a Strategic Delivery Board to oversee all Major Projects in the city.

1.2 The Strategic Delivery Board (SDB) has been effective in giving lead members oversight of major projects, however both councillors and officers have, in the case of some projects, missed the detailed understanding of major projects that was enabled through the project boards and working groups.

1.3 This report proposes the reintroduction of cross-party Project Boards, where considered appropriate, in order to strengthen the governance of major regeneration projects and to support the work of the Strategic Delivery Board.

2. RECOMMENDATIONS:

That the Policy & Resources Committee:

2.1 Notes that the Committee has previously given approval to set up a Project Boards for the King Alfred Centre redevelopment and Waterfront projects and agrees the Terms of Reference attached at Appendices 4 and 5.

2.2 Agrees to establish Project Board for the Madeira Terraces project and agrees the Terms of Reference attached at Appendix 6.

2.3 Agree to establish a Task and Finish Member Working Group for the Black Rock site and agrees the Terms of Reference attached at Appendix7.

2.4   Agree to the name change for the Estate Regeneration Board and the revised Terms of Reference for Housing Supply Member Board attached in appendix 8.

3.   CONTEXT/ BACKGROUND INFORMATION

3.1   The April 2016 Policy & Resources report introduced the SDB to provide oversight of all major projects in the city (Terms of Reference in Appendix 1). This aim was to provide consistency in terms of membership and increase the efficiency of governance by having a single board with overarching responsibility.

3.2   Major projects are defined in the Terms of Reference of SDB as falling in to two categories:

(a) Those that involve the council either as the deliverer, a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area; or

(b) Those not directly involving the council as landowner but which are of strategic significance to the city, such as the regeneration of a non-council owned site or the provision of major infrastructure works.

3.3   The SDB has enabled key members to have oversight of the broad range of projects in the city by having regular updates and providing a steer at key stages in a projects development and lifecycle. SDB has also proved effective in strengthening collaboration and city wide planning. It has also, when necessary, held developers to account who are working on major projects in the city that do not directly involve the council, by having them present and update the Board on their projects outside of the statutory planning process. A list of projects currently reported to SDB split into the categories above is attached in appendix 2.

3.4   The large number of projects in the city has meant that the SDB has often been pulled into the detail of projects at key stages, thus diverting it from the strategic role for which it was created. However this level of detail has not been enough for members to get a deep understanding of individual projects in order to act as 'city champions' for the project or give officers the level of input that some of the more complex projects require. This may have sometimes also increased the level of disconnect between the projects and the local residents and communities.

3.5   It is proposed that there is a slight change of approach and that the Council establishes project boards for certain major projects. Councillors have previously agreed to establish project boards for the Waterfront project at the December 2018 meeting of Policy Resources & Growth Committee and for the King Alfred Centre project at the October 2019 meeting of Policy & Resources Committee when reports about these projects were considered. The Madeira Terraces project has also been identified as a projects which requires a project boards. It is also proposed that the Council makes more use of task and finish groups in respect of major projects and it is proposed that the Black Rock site would benefit from such a group.

3.6 The current Terms of Reference for the Strategic Delivery Board allow it to establish project boards in 'exceptional circumstances'. In the absence of exceptional circumstances, new project boards need to be established by Policy & Resources. The proposed project boards will provide strategic direction to the projects and steer them at key decision points. Task and finish Working Groups are time limited and enable member engagement and input in a less formal setting than that of a board.

3.7 Some projects do not require the level of member input offered by a board or are past the stage where board level input is needed, for example Circus Street and Preston Barracks which are both now onsite and progressing well. It is proposed that Project Boards are therefore established as required and on a case by case basis, rather than for every major project. For some projects a task and finish working group may be more appropriate than a project board, for example the Environment, Transport and Sustainability Committee agreed at its 25 June 2019 meeting to establish two task and finish Member Working Groups to oversee projects in Stanmer Park and Valley Gardens Phase 3.

3.8 Terms of Reference need to be drafted for each project board and working group in line with the corporate Member Working Groups template (appendix 3); the aim is to achieve a level of consistency, whilst recognising that each project will have its own requirements. In order to manage diaries, it may be that regular meetings of the Boards are timetabled, however they would only need to meet when there are new issues to discuss or key points in the project requiring direction. The very nature of major projects means that the board will be dealing with sensitive and commercially sensitive information and it will therefore be necessary for the boards to operate on a confidential basis, although it is recognised that Board Members will wish to brief their Political Group.

3.9 Board membership would be appointed on the basis of nominations from Political Groups, with the expectation being that senior councillors would be nominated. Consideration will need to be given to potential conflicts of interest; for example ward councillors may feel conflicted with a project that is contentious in their ward, but brings benefits to the wider city. Some projects are dependent on the partners, for example developers or other public sector organisations, and this would need to be reflected in the board membership. Project Boards will be chaired by elected Members, with appointment agreed at the inaugural meeting. Boards would generally need to reach decisions by consensus and take a collaborative approach to working.

3.10 The Estate Regeneration Member Board recently agreed new Terms of References and a name change - the Housing Supply Member Board. Changes to the Terms of Reference need to be confirmed by Policy & Resources Committee. The amended Terms of Reference are attached as Appendix 8.

4. ANALYSIS & CONSIDERATION OF OPTIONS

4.1 The option of disbanding the SDB has been considered, however members and officers have indicated that they find the Board of value and the re-introduction of project boards should ensure its focus remains on its strategic and leadership roles. Project boards would provide the opportunity for Members to gain an understanding of project detail to provide guidance on achieving the best outcomes withint the agreed strategic objectives.

4.2 The absence of project boards for certain projects has been identified as a gap in the governance of major projects by members and officers (including programme and project managers responsible for projects).

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Community engagement and support is critical to the success and development of major projects. It is anticipated that the re-introduction of project boards will give members more accountability to the city's residents for individual major projects and will enable them (along with ward councillors) to give advice and direction on the level and type of engagement required at key stages within a project.

6. CONCLUSION

6.1 The re-introduction of project boards will support more effective governance of major projects whilst enabling SDB to focus on strategic issues and its leadership role. Boards will only be established as required and meet only at key points in projects which should prevent the governance structure becoming over complex, resource intensive, or cumbersome.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial implications

7.1 There are no direct financial implications arising from the recommendations of this report.

Finance Officer Consulted: James Hengeveld   Date: 26/9/2019

Legal Implications:

7.2 The Policy & Resources Committee has the function of reviewing 'major projects and any project Boards having regard to capacity to deliver, corporate priorities and resources, and advise the Policy and Resources Committee as appropriate'.

7.3 The Council's Constitution allows committees to establish member working groups. Permanent member groups (as opposed to 'task and finish'

groups, set up on a time-limited basis) may only be established by the Policy and Resources Committee. The terms of reference of all permanent groups shall be approved by Policy & Resources and included in the Constitution.

7.3   Under the Council's Constitution, committees are able to appoint task and finish member Working Groups which are time-limited (six months, with the option to extend for a further six months), in order to carry out focused pieces of work, reporting back regularly to their parent body.

Lawyer consulted: Alice Rowland   Date: 18/11/19

Equalities Implications:

7.3   The re-introduction of project boards will enable members to have better oversight of equalities implications associated with individual projects and opportunities to tackle inequality through major projects.

Sustainability Implications:

7.4   Project boards will enable members to have more detailed oversight of the sustainability implications and opportunities related to individual major projects and ensure that they are in-line with the council's ambition to move towards becoming a zero carbon city by 2030.

Any Other Significant Implications:

Crime & Disorder Implications:

7.5   Project boards will enable members to have more detailed oversight of the crime and disorder implications of individual projects

Risk and Opportunity Management Implications:

7.6   Project boards will enable members to have more detailed oversight of the risks and opportunities associated with individual projects.

Public Health Implications:

7.7   Project boards will enable members to have more detailed oversight of the public health issues associated with individual projects for example provision of GP surgeries within projects.

Corporate / Citywide Implications:

7.8   Major projects have potentially significant economic and social benefits for the city and project boards will enable members to have closer oversight to see that these are monitored and realised.

SUPPORTING DOCUMENTATION

Appendices:

Appendix 1 – Terms of Reference Strategic Delivery Board

Appendix 2 – List of projects reported to the Strategic Delivery Board

Appendix 3 – Terms of Reference template for Member Working Groups

Appendix 4 – Terms of Reference for King Alfred Centre Redevelopment Project Board

Appendix 5 – Terms of Reference for Waterfront Project Board

Appendix 6 – Terms of Reference for Madeira Terraces Project Board

Appendix 7 – Terms of Reference for Black Rock Working Group

Appendix 8 – Terms of Reference for Housing Supply Member Board

Appendix 1 Terms of Reference for Strategic Delivery Board

1.   Purpose

The Council has been involved and will continue to be involved in major commercial, regeneration and infrastructure projects across the city; projects that are key to the city's future success and prosperity. These projects have to date been overseen by ad hoc project boards with mixed member/officer representation.

The purpose of the Strategic Delivery Board ('the Board') is to enable a more coordinated approach to the management and delivery of major projects. It will provide the strategic overview of major projects and provide a mechanism for focused and systematic member input to ensure maximum efficiency and accountability. It will report to the Policy, Resources and Growth Committee, the Economic Development & Culture Committee or other Committees as necessary.

2.   Status

The Board shall be an advisory board to the Policy, Resources and Growth Committee and the Economic Development & Culture Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

3.   Areas of focus

- To consider the progress of major projects undertaken by the Council and advise the Policy, Resources and Growth Committee, other Committees or officers as appropriate
- To review major projects having regard to capacity to deliver, corporate priorities and resources and advise the Policy, Resources and Growth Committee or other Committee as appropriate
- In exceptional cases, to establish or recommend the establishment of a project-specific Board to oversee a particular major project where this is considered necessary due to capacity, complexity of the issues or other reasons.

4.   Definition of Major Projects

For the purposes of the Board, major projects fall into one of two categories.

(a)   Those that involve the council either as the deliverer, a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area; or

(b)   Those not directly involving the council as landowner but which are of strategic significance to the city, such as the regeneration of a non-council owned site or the provision of major infrastructure works.

5.   Reporting

The Board will report to the Policy, Resources and Growth Committee, the Economic Development & Culture Committee or other relevant Committee, with recommendations as necessary.

6.   Membership

Membership of the Board shall consist of 5 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

No Member may serve on the Board, whether as a substantive or substitute member, unless they have undergone the required training for Board members providing that training may be provided after Members are appointed and before they take their role.

7.   Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the Board.

The Board will agree ways of working appropriate to the role and remit of the Board.

8.   Review

These terms of reference may be reviewed and amended by the Policy & Resources Committee from time to time.

Appendix 2 List of projects reported to the Strategic Delivery Board

Project directly involving the council (Definition a)

Regeneration

Circus Street
Falmer Released Land
Homes for Brighton & Hove partnership
King Alfred Development
Madeira Drive Regeneration
New England House Growth Centre
Preston Barracks
Patcham Court Farm
Royal Pavilion Estate Capital Project
Stanmer Park Restoration-HLF
Stanmer Park – Traditional Agricultural Buildings
Waterfront Central (Churchill Square, Brighton Centre & Kingswest)
Waterfront East (Black Rock)

Transport

Electric Vehicle Charging
Former West Street Shelter Hall
Gateway to the Sea (Queen's Road/West Street)
Valley Gardens Phases 1 & 2
Valley Gardens Phases 3

Project not directly involving the council (Definition b)

3Ts Hospital Development
Aquarium Terraces
Brighton General Hospital
Saltdean Lido Restoration
Sea Lanes
Toad's Hole Valley

Appendix 3 – Terms of Reference template for Member Working Groups

1. Name

Insert the name of the MWG

2. Purpose

Briefly outline the purpose of the MWG: what is it intended to achieve and why is this important?
Why do we need the MWG - i.e. why can't its business simply be conducted by the relevant Policy Committee?

3. Status

The name of MWG shall be an advisory board to the list the Policy Committee(s) that the MWG will report to. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.
However, it is expected that the Board will be established on a cross party basis (NB: delete if this does not apply).

4. Areas of focus

List the areas that the MWG will focus on.
You may also want to list areas that the MWG is excluded from examining if this is relevant.

5. Reporting

The Board will report to the relevant Policy Committee(s), with recommendations as necessary.

6. Membership

Membership of the Board shall consist of X elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

NB: the above is standard wording for a cross-party MWG. If this does not reflect the membership of the MWG then use different working.

7. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the MWG. *(Or the Group will meet quarterly etc.)*

The Group will agree ways of working appropriate to the role and remit of the Group.

8. Review

For permanent MWGs:

These terms of reference may be reviewed and amended by the relevant Policy Committee from time to time.

For ad hoc MWGs:

This is an ad hoc group established for a limited time. The work of the group is expected to finish by XXXXX when it will report back to the parent Policy Committee.

Draft Terms of Reference for King Alfred Project Board   14/11/19

1. Name

King Alfred Project Board

2. Purpose

In October 2019, when ending the last project, the Policy & Resources Committee agreed that it was appropriate to re-establish a Project Board to lead the creation of the new project and to oversee its delivery.

The Board will provide an effective means of ensuring full cross-party engagement and active Member involvement in the process by which the new project is established. It will provide the strategic management, set the objectives, agree the development aspirations, and agree detailed delivery arrangements at key stages of the process.

2. Status

The King Alfred Project Board shall be an advisory board to the Policy & Resources Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.
The Board will be established on a cross party basis and it is the goal of the Project Board to attempt to reach decisions by consensus.

3. Areas of focus

The following objectives were agreed for the previous Project Board. These are considered to remain relevant and will be reviewed by the Board at its inaugural meeting:

- To secure the long-term replacement of the outdated sports facilities currently on offer at the King Alfred Leisure Centre.
- To oversee delivery of modern and extended sport and leisure facilities in the west of the city.
- To consider options for the wider regeneration of the King Alfred site which incorporates the sports and leisure facilities on site (or alternative location in the west of the city) within a high quality mixed development which enhances the seafront and surrounding area.
- To achieve a development which is cost neutral to the Council in capital terms, which is sustainable in revenue terms and which provides affordable and accessible public sports and leisure facilities.

In meeting these objectives the Project Board will:

- Provide overall strategic direction to the project so that it achieves its objectives.
- Confirm key tasks, priorities, and timetable for future phases of work.
- Supply relevant Committees with appropriate information to facilitate decision making.
- Receive progress reports and act as required.
- Ensure that in-house resources and consultancy are used as planned.
- Support the Project Manager in gaining access to the requisite resources.
- Ensure that processes are put in place to learn from project experience.

4. Reporting

The Board will report to the Policy & Resources Committee with recommendations as necessary.

6. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

The Project Board shall be chaired by an elected Member [to be nominated and appointed at inaugural Board meeting] who will act as the lead elected Member for the project.

The frequency of meetings will be determined by the level of business and the stage of development but it is anticipated that they will typically be bi-monthly/quarterly.

A number of principles will underpin the working of the Board:

- Operate in the spirit of partnership and attempt to build consensus
- Council officers and external specialists will attend as required
- Administered by the council with agenda and papers circulated at least 3 days ahead of meetings
- Schedule of future meeting dates to be agreed by Board

The nature of the business discussed by the board may mean that some issues are of a confidential or commercially sensitive nature:

- Members should treat relevant information and that of a commercially sensitive nature as confidential
- Guidance should be given to Board members on briefing political groups and wider stakeholders on an ongoing basis

8. Review

These Terms of Reference may be reviewed and amended by the Board from time to time to ensure that they remain relevant throughout the life of the project.

Appendix 5 Draft Terms of Reference for Waterfront Project Board

1. Name

Waterfront Project Board

2. Purpose of the project board

The Project Board shall oversee the development of the Waterfront site/s including a new venue and conference centre to replace the current Brighton Centre. The Board will provide an effective means of ensuring full cross-party engagement and active Member involvement in the process by which the project is progressed. It will provide the strategic leadership and agree detailed delivery arrangements at key stages of the process.

3. Status

The Waterfront Project Board shall be an advisory board to the Policy & Resources Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.
The Board will be established on a cross party basis and it is the goal of the Project Board to attempt to reach decisions by consensus.

4.   Areas of focus

- To ensure the views, considerations and perspectives of those they represent are communicated to assist in developing the project.
- To share information pertinent to the development of the project.
- To be a positive advocate for the project when appropriate and beneficial to do so.
- To understand the legal, financial and practical barriers to future development of the full Madeira Terrace and work with the officer team and the community to actively promote and support solutions to the restoration of the Terrace.
- To engage with skilled professionals and those offering to provide support for the project and help steer these resources, with the project team, to help with the successful delivery of a replacement for the Brighton Conference Centre
- To act as ambassadors for the project and to ensure a business case is developed which the council is able to support for the longer term project.
- To act as a sounding board for officers developing the project and to oversee terms and conditions of the legal, financial and commercial terms for development of the project.

4. Reporting

The Board will report to Policy & Resources Committee.

Individual Panel members will be responsible for reporting back activities of the Board to their group. On occasion there will be confidential information which will be shared with all group members. Where these pertain to tendering or procurement procedures Members will need to respect the confidential nature of this information to comply with the council's procurement protocol. Other expert panel members will be invited to join the board from time to time to engage with Members on specific issues or work together to achieve objectives.

5. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

6. Working methods / ways of working

Board members will be asked to adopt a shared learning approach of working collectively to achieve a common objective. Ideally board members will share knowledge and complement each other's skills/areas of expertise.

The Board will meet as the project requires input. This may involve more regular meetings at times of specific activities e.g. procurement of a design team or agreement of revised commercial terms. At other times, these will be more spread out. It will depend upon the needs of the project.

The Council's Regen Team admin service, will perform the role of secretariat.

Agenda topics will be decided in the first instance by officers during the induction phase, and following this, by members of the board.

Agreed standard agenda items will also be agreed during the first meeting.

The Project Manager will report on project progress (time, cost, scope) and any other agreed standing items.

- It is suggested Members suggest items a minimum of 5 working days in advance of agenda circulation.
- The agenda will be circulated one week in advance of any board meeting. Papers will be attached to the Outlook meeting invite prepared by the secretariat one week in advance of the meeting and will include notes/minutes and actions from last meeting and agenda for next meeting.

The meetings could take a variety of formats depending on what is needed by the board and the information being exchanged e.g. presentation, group discussion etc.

The format can also change if and when appropriate e.g. site visit.

Non-members can be invited to the group if required to provide information/advice. This will be agreed with other Panel members in advance.

The secretariat for the group will be the programme support officer at BHCC. The secretariat will prepare the agenda (as instructed by the Panel Chair), write, check and circulate meeting notes/minutes and arrange room bookings if/when necessary.

It is important that members of the board report back and communicate information on the project development and delivery.

Any information or documents which could be deemed publicly sensitive beyond the board will be stated as such to all group members. This information will be for board use only and not shared outside the group, as and when necessary.

7. Review

The board will review the relevance and value of its work and the associated Terms of Reference bi-annually.

Appendix 6 Draft Terms of Reference for Madeira Terraces Project Board

1. Name

Madeira Terraces Project Board

2. Purpose of the project board

The Madeira Terrace Project Board shall oversee the restoration of Madeira Terraces initially focusing on 30 arches (MT30). The Board will provide an effective means of ensuring full cross-party engagement and active Member involvement in the process by which the project is progressed. It will provide the strategic leadership and agree detailed delivery arrangements at key stages of the process.

3. Status

The Madeira Terraces project Board shall be an advisory board to the Policy & Resources Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

The Board will be established on a cross party basis and it is the goal of the Project Board to attempt to reach decisions by consensus.

4. Areas of focus

- To ensure the views, considerations and perspectives of those they represent are communicated to assist in developing the restoration project.
- To share information pertinent to the development of the project
- To be a positive advocate for the project when appropriate and beneficial to do so.
- This panel was established following the Policy and Resources meeting of Brighton & Hove City Council on 5th December 2019 which agreed to the setting up of a number of project boards to assist the delivery and governance of Major Projects.
- To understand the legal, financial and practical barriers to future development of the full Madeira Terrace and work with the officer team and the community to actively promote and support solutions to the restoration of the Terrace.
- To collaborate with the Advisory Panel for MT30 and engage where appropriate with representatives of the team.
- To engage with skilled professionals and those offering to provide support for the project and help steer these resources, with the project team, to help with the successful delivery of the restoration of Madeira Terrace
- To represent the interests of the council and the respective end users of Madeira Terrace when working alongside the Council's project team to restore Madeira Terrace.

- To act as ambassadors for the project and to ensure a business case is developed which the council is able to support with the support of the community.

5. Reporting

The Board will report to Policy & Resources Committee.

Individual Panel members will be responsible for reporting back activities of the Board to their group. On occasion there will be confidential information which will be shared with all group members. Where these pertain to tendering or procurement procedures Members will need to respect the confidential nature of this information to comply with the council's procurement protocol. Other expert panel members will be invited to join the board from time to time to engage with Members on specific issues or work together to achieve objectives.

6. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

Board members will be asked to adopt a shared learning approach of working collectively to achieve a common objective. Ideally board members will share knowledge and complement each other's skills/areas of expertise.

The Board will meet as the project requires input. This may involve more regular meetings at times of specific activities e.g. procurement of design team. At other times, these will be more spread out. It will depend upon the needs of the project.

The Council's Regen Team admin service, will perform the role of secretariat.

Agenda topics will be decided in the first instance by officers during the induction phase, and following this, by members of the board.

Agreed standard agenda items will also be agreed during the first meeting.

The Project Manager will report on project progress (time, cost, scope) and any other agreed standing items.

- It is suggested Members suggest items a minimum of 5 working days in advance of agenda circulation.
- The agenda will be circulated one week in advance of any board meeting. Papers will be attached to the Outlook meeting invite prepared by the secretariat one week in advance of the meeting and will include notes/minutes and actions from last meeting and agenda for next meeting

The meetings could take a variety of formats depending on what is needed by the board and the information being exchanged e.g. presentation, group discussion etc.

The format can also change if and when appropriate e.g. site visit.

Non-members can be invited to the group if required to provide. information/advice.

This will be agreed with other Panel members in advance.

The secretariat for the group will be the programme support officer at BHCC. The secretariat will prepare the agenda (as instructed by the Panel Chair), write, check and circulate meeting notes/minutes and arrange room bookings if/when necessary.

It is important that members of the board report back and communicate information on the project development and delivery.

Any information or documents which could be deemed publicly sensitive beyond the board will be stated as such to all group members. This information will be for board use only and not shared outside the group, as and when necessary.

8. Review

The board will review the relevance and value of its work and the associated Terms of Reference bi-annually.

Appendix 7 Draft Terms of Reference for Black Rock Members Working Group

1. Name

Black Rock Member Working Group

2. Purpose of the Task and Finish Group

This group will provide guidance, support and advice to the Black Rock project team and effective means of ensuring full cross-party engagement and involvement in the process by which the project is progressed.

3. Status

The Black Rock Working Group shall be an advisory group to the Policy & Resources Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

The Board will be established on a cross party basis and it is the goal of the Project Board to attempt to reach decisions by consensus.

3. Areas of focus

- To ensure the views, considerations and perspectives of those they represent are communicated to assist in delivering the project.
- To share information pertinent to the delivery of the project
- To be a positive advocate for the project when appropriate and beneficial to do so.
- To work with the officer and the design team and where appropriate, the community representatives, to actively promote and support solutions to the delivery of the project.
- To oversee progress and help support the project team to deliver the project to time and to budget and in a way that will offer most advantageous benefit for the community.

4. Reporting

The Board will report to Policy & Resources Committee.

Individual working group members will be responsible for reporting back activities of the Board to their group. On occasion there will be confidential information which will be shared with all group members. Where these pertain to tendering or procurement procedures Members will need to respect the confidential nature of this information to comply with the council's procurement protocol. Other expert panel members will be invited to join the board from time to time to engage with Members on specific issues or work together to achieve objectives.

5. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

6. Meetings and ways of working

Group members will be asked to adopt a shared learning approach of working collectively to achieve a common objective. Ideally members will share knowledge and complement each other's skills/areas of expertise.

The group will meet as the project requires input. This may involve more regular meetings at times of specific activities e.g. procurement of a contractor or agreement of revised commercial terms. At other times, these will be more spread out. It will depend upon the needs of the project.

The Council's Regen Team admin service, will perform the role of secretariat.

Agenda topics will be decided in the first instance by officers during the induction phase, and following this, by members of the group.

Agreed standard agenda items will also be agreed during the first meeting.

The Project Manager will report on project progress (time, cost, scope) and any other agreed standing items.

- It is suggested Members suggest items a minimum of 5 working days in advance of agenda circulation.
- The agenda will be circulated one week in advance of any group meeting. Papers will be attached to the Outlook meeting invite prepared by the secretariat one week in advance of the meeting and will include notes/minutes and actions from last meeting and agenda for next meeting.

The meetings could take a variety of formats depending on what is needed by the group and the information being exchanged e.g. presentation, group discussion etc.

The format can also change if and when appropriate e.g. site visit.

Non-members can be invited to the group if required to provide information/advice. This will be agreed with other group members in advance.

The secretariat for the group will be the programme support officer at BHCC. The secretariat will prepare the agenda (as instructed by the Panel Chair), write, check and circulate meeting notes/minutes and arrange room bookings if/when necessary.

It is important that members of the group report back and communicate information on the project development and delivery.

Any information or documents which could be deemed publicly sensitive beyond the group will be stated as such to all group members. This information will be for group use only and not shared outside the group, as and when necessary.

7. Review

The board will review the relevance and value of its work and the associated Terms of Reference after 12 months.

Appendix 8 Housing Supply Members Board

1. Name

Housing Supply Members Board

2. Purpose

The Board will drive initiatives undertaken by the council to increase the supply of affordable housing for the city. It aims to operate in a spirit of partnership to improve understanding of housing supply initiatives and to attempt to build consensus on key issues.

3. Status

The Housing Supply Members Board shall be an advisory board to the Housing & New Homes Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

4. Areas of focus

The Board will oversee council initiatives to increase the supply of new homes undertaken by the council including the following programmes, projects and works-streams:
- New Homes for Neighbourhoods
- Homes for Brighton & Hove
- Hidden Homes
- Home Purchase Policy
- Council owned Temporary Accommodation

The Board shall provide the following functions:
- Provide advice and steer on key issues
- Explore development options and issues such as rent levels, viability and tenure mix
- Monitor progress, delivery, budget and retained Right to Buy spend
- Communicate programme background and progress to other members of Housing & New Homes Committee, political groups and leaders
- Review design and specification standards
- Monitor and advise on sustainability standards and moving towards zero carbon housing

5. Reporting

The Board will report to Housing & New Homes Committee with recommendations as necessary.

6. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

The Board will meet every 5 to 8 weeks depending on level of business.

The Board will chaired by the Chair of Housing & New Homes Committee.
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A number of principles should underpin the working of the Board:

- Operate in the spirit of partnership and attempt to build consensus
- Council officers and external specialists should attend as required
- Administered by the council with agenda and papers circulated at least 3 days ahead of meetings
- Schedule of future meeting dates to be agreed by Board

The nature of the business discussed by the board may mean that some issues are of a confidential or commercially sensitive nature:

- Members should treat relevant information and that of a commercially sensitive nature as confidential
- Guidance should be given to Board members on briefing political groups and wider stakeholders on an ongoing basis

8. Review

These terms of reference may be reviewed and amended by the Board from time to time.