

## Seafront Investment Programme Brief

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| <b>Project:</b>        | Seafront Investment Programme  |
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| <b>Distribution:</b>   | Seafront Investment Programme Officer Steering Group<br>Corporate Investment Board<br>Policy & Resources Committee |

### 1 Programme Objectives

- 1.1 The Seafront Investment Programme brings together a number of projects and seafront initiatives as a co-ordinated programme of work that is overseen by a multi-disciplinary programme steering group – working as a virtual team.
- 1.2 The Seafront Investment Programme will provide the necessary programme and project management arrangements to develop and deliver a Seafront Investment Plan and 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.
- 1.3 The Seafront Investment Programme governance arrangements, as agreed by the Executive Leadership Team include:
- details of the current programmes/projects which are part of the Seafront Investment Programme, including key officers (Appendix 2);
  - a diagram of the governance arrangements (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 ;
  - terms of reference for the Seafront Investment Board which will oversee the development and delivery of the Seafront Investment Plan (Appendix 4);
  - highlight report template.
- 1.4 The objectives of the Seafront Investment Programme include:
- Develop 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
  - Overseeing the co-ordination of improvements to seafront infrastructure, including transport infrastructure, flood defences and broadband connectivity, whilst protecting heritage assets

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- Supporting the development of our visitor and tourist economy in relation to the seafront
- Positioning Brighton & Hove's Seafront as a central aspect of the UNESCO Biosphere through seeking low carbon investment in green and blue infrastructure.

1.5 The Seafront Investment Programme will be overseen by an Officer Programme Board, which will report to the new Corporate Investment Board (ELT). Major Projects will engage elected members through project specific cross-party Member Project Board. When required, project approvals and key decisions will be made at the appropriate policy committee, Policy & Resources Committee, and the Greater Brighton Economic Board. A draft governance structure appears at Appendix 2.

1.6 A strong pipeline of projects has emerged through the development of the City Deal, Coast to Capital Local Enterprise Partnership Economic Plan and Growth Deal proposals, and Brighton Waterfront proposals spanning commercial and physical developments, transport, flood defences and broadband infrastructure. An overarching single governance approach is required to enable programme management, co-ordination, and the appraisal, assessment and governance of projects taking into consideration.

1.7 By bringing together projects as part of a co-ordinated Seafront Investment Programme, ELT can ensure that limited capacity is maximised and resources are invested in ways that will have most impact upon the social, environmental and economic well-being of the city.

## **2 Programme Scope**

2.1 To achieve the above objectives, the programme will:

- Develop a Seafront Investment Plan that outlines a programme of maintenance and renewal of the seafront
- Develop options for new models of investment and service delivery
- Identify and prioritise a medium term pipeline of investment opportunities which are attractive to investors and developers which drive investment in priority areas
- Identify an agreed and shared set of infrastructure priorities
- Identify opportunities to bid for external funding such as EU Structural Investment Funds, Coastal Communities Fund, Highways Maintenance Challenge Fund and other funding streams
- Report investment proposals, delivery progress and outcomes to the Corporate Investment Board
- Develop and oversee a communication and engagement plan.

## **3 Project Deliverables**

3.1 The initial list of current, significant projects that form the Seafront Investment Programme are attached at Appendix 2.

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3.2 A more detailed Seafront Investment Plan will be prepared by the Programme Board over the coming months and reported to Policy & Resources Committee in September 2015.

### **4 Programme Exclusions**

4.1 The projects within the Seafront Investment Programme include those Seafront projects that fall within the city boundaries. This includes the Shoreham Harbour Project in relation to the Aldrington Basin and Portslade Industrial Estate area.

### **5 Programme Governance**

5.1 The proposed programme governance structure is in Appendix 3. A member of the ELT (Geoff Raw, Executive Director of Environment, Development & Housing) will be the Senior Responsible Officer for the Seafront Investment Programme.

5.2 The draft terms of reference for the Seafront Investment Board are at Appendix 4.

5.3 The primary role of the new Seafront Investment Programme Board will be to act as corporate sponsors and change champions for the Seafront Investment Programme, delivering our values by demonstrating:

#### **Accountability**

- Providing oversight of the portfolio, programmes, projects and change management process that form the Seafront Investment Programme
- Developing a strategic perspective

#### **Delivery**

- Driving for results by providing strategic leadership and overall direction for the Seafront Investment Programme

#### **Personal Impact**

- Communicating powerfully and prolifically
- Displaying high integrity and honesty
- Inspiring and motivating others
- Supporting people and working collaboratively

#### **Working Together**

- Solving problems and analysing issues
- Collaborating and promoting team work
- Ensuring the programme is appropriately balanced against council priorities

#### **Role**

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The Seafront Investment Programme Board will be the strategic decision making body driving change by:

- Acting individually and collectively as a vocal and visible champion for seafront investment
- Securing spending authority and resource for the programme
- Providing support for Senior Responsible Owners (SROs) and/or Programme Managers to ensure overall strategic coherence
- Approve programme deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the programme
- Ensure learning is shared
- Identifying and managing programme level risks
- Ensuring delivery is monitored using:
  - Key milestones
  - A clear outcomes framework
  - Clear viable business cases and investment plans supported by robust financial monitoring
  - Benefits capture.

### **6 Programme Interfaces**

6.1 It is important to recognise the relationship between the Seafront Investment Programme and other investment and regeneration programmes that are reported to the Corporate Investment Board. The Corporate Investment Board will oversee a number of investment programmes that co-ordinate all of the investment and regeneration activity across the city. These investment programmes are outlined in para 6.2. Some of these investment programmes are proposed and will be established over the coming months.

6.2 The Seafront Investment Programme's key interfaces are with:

- 1) The City Centre Investment Programme, which will co-ordinate a programme of projects including Valley Gardens, Circus Street, North Street improvements, Royal Pavilion Estate, Edward Street Quarter
- 2) The New England Quarter and London Road Investment Programme which will co-ordinate a programme of projects including Brighton Station Gateway, New England Quarter, New England House, London Road
- 3) The Lewes Road Investment Programme, which will co-ordinate a programme of projects including Preston Barracks, Gyratory improvements, Falmer Released Land, Uni of Sussex Master Plan
- 4) Greater Brighton Investment Programme

### **7 Programme Resource Requirements**

7.1 The City Regeneration service will provide administrative and programme management support to the Seafront Investment Programme. Individual projects

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will have their own project management and administrative requirement identified as outlined in Appendix 2.

7.2 Each Project Manager and Board member will need to commit officer time to attend board meetings. Each project reporting into the programme will have its own independent resource requirements and will be subject to individual business cases.

7.3 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.

### 8 Programme monitoring and reporting

8.1 Knowing whether we are on track is crucial to delivering the Seafront Investment Programme, to analyse and manage progress. A highlight report template is attached at Appendix 3. A highlight report will be completed for each project and reported to each meeting of the officer steering group and corporate investment board.

### 9 High Level Programme Risks

9.1 A full risk register for the Seafront Investment Programme will be established by the Programme Manager and overseen by the Programme Board. High level risks are summarised below.

| Risk  | Mitigation  |
|---|---|
| <b>Project Viability</b><br>There is an investment requirement of in the region of £100m and a viable seafront investment plan has not been developed | <ul style="list-style-type: none"><li>• A work stream of the investment programme will explore new models of investment and opportunities to secure external funding as part of the development of a Seafront Investment Plan</li><li>• 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.</li></ul> |
| <b>Capacity to deliver programme</b><br>The programme involves an ambition to deliver projects of significant scale with limited staff resources      | <ul style="list-style-type: none"><li>• The programme management and administration will be delivered by the City Regeneration Service within existing budgets.</li><li>• Each project will identify its own resource requirements. New projects will require a business case to be agreed by the Officer Steering Group and Corporate Investment Board.</li></ul>  |
| <b>Legal risk</b><br>Projects become ineligible for public funding due to State Aid legislation<br>Risk of challenge through procurement process.     | <ul style="list-style-type: none"><li>• Legal advice on State Aid compliance will be obtained as appropriate</li><li>• Legal and procurement advice will be followed to ensure an appropriate procurement strategy and process is followed</li></ul>  |
| <b>Planning risk</b><br>Planning permission is not achieved for key regeneration schemes  | <ul style="list-style-type: none"><li>• Ensure that the relevant Local Planning Authority is consulted from an early stage in the development of scheme proposals</li></ul>   |
| <b>Transport risk</b>   | <ul style="list-style-type: none"><li>• Ensure early involvement from the relevant Highway</li></ul>  |

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| Risk   | Mitigation  |
|--|---|
| Transport impacts and implications cannot be overcome or generate problems elsewhere in the city               | Authority/ies to provide initial consideration and advice on possible transport issues arising from the development of scheme proposals.  |
| <b>Community risk</b><br>Schemes included within the Investment Programme are not supported by local community | <ul style="list-style-type: none"> <li>• Ensure early consultation and engagement with residents, businesses, and other stakeholders on a project by project basis</li> <li>• Develop a communications strategy alongside the Investment Programme</li> </ul> |

End.