



# **GREATER BRIGHTON ECONOMIC BOARD**

**18 OCTOBER 2016  
10.00AM**

**THE MAIN HALL, HILLCREST CENTRE, BAY VUE ROAD,  
NEWHAVEN, BN9 9LH**

## **AGENDA**

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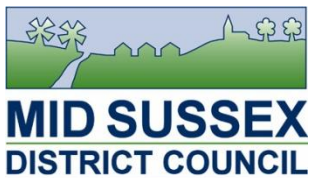
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For further details and general enquiries about this meeting contact John Peel, (01273 291058, email [john.peel@brighton-hove.gov.uk](mailto:john.peel@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk).

Date of Publication - Monday, 10 October 2016



Title:	<b>Greater Brighton Economic Board</b>
Date:	<b>18 October 2016</b>
Time:	<b>10.00am</b>
Venue	<b>The Main Hall, Hillcrest Centre, Bay Vue Road, Newhaven, BN9 9LH</b>
Members:	<p><b>Councillors:</b> Humphreys (Chair), Morgan, Parkin, Smith, G Theobald and Wall</p> <p><b>Business Partners:</b> Trevor Beattie, Prof. Michael Davies, Peter Davies, Prof. Debra Humphris, Nick Juba, Dean Orgill, John A. Peel and Andrew Swayne</p>
Contact:	<p><b>John Peel</b> Democratic Services Officer 01273 291058 john.peel@brighton-hove.gov.uk</p>



**University of Brighton**



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# Greater Brighton Economic Board

**Alex Bailey**  
CE - WBC/ADC

**Councillor Daniel Humphreys**  
(Chair)

Secretary to the Board

Lawyer

**Nick Hibberd**  
BHCC

**Thalia Liebig**

**Max Woodford**  
LDC

**Philip Carr**

**Councillor Geoffrey Theobald**  
BHCC

**Councillor Warren Morgan**  
BHCC

**Geoff Raw**  
BHCC

**Councillor Andy Smith**  
LDC

**Robert Cottrill**  
CE - LDC

**Councillor Neil Parkin**  
ADC

**Martin Randall**  
WBC/ADC

**Councillor Garry Wall**  
MSDC

**Kathryn Hall**  
CE - MSDC

**Andrew Swayne**  
Chairman A&W Business Partnership

**Dean Orgill**  
B&H Business Partnership

**John A Peel**  
Director C2C LEP

**Peter Davies**  
CWS Partnership

**Prof. Debra Humphris**  
Vice-Chancellor UoBtrn

**Prof. Michael Davies**  
Deputy Vice-Chancellor UoSx

**Nick Juba/Sue Dare**  
FE Rep

**Trevor Beattie**  
SDNPA

Amanda Menahem

Jonathan Sharrock

Caroline Wood

Prof. Sue Baxter

Public Seating



Press



## AGENDA

### 10 PROCEDURAL BUSINESS

**(a) Declaration of Substitutes:** Where Members of the Board are unable to attend a meeting, a designated substitute for that Member may attend, speak and vote in their place for that meeting.

**(b) Declarations of Interest:**

- (a) Disclosable pecuniary interests not registered on the register of interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

**(c) Exclusion of Press and Public:** To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

**NOTE:** *Any item appearing in Part Two of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.*

*A list and description of the exempt categories is available from the Secretary to the Board.*

### 11 MINUTES OF THE PREVIOUS MEETING

Minutes of the previous meeting held on 19 July 2016 (copy attached).

## GREATER BRIGHTON ECONOMIC BOARD

### 12 CHAIR'S COMMUNICATIONS

### 13 UPDATE ON GREATER BRIGHTON INVESTMENT PROGRAMME 7 - 14

Report of the Chair, Greater Brighton Officer Programme Board (copy attached).

Contact Officer: *Thalia Liebig*

Tel: 01273 290445

Ward Affected: *All Wards*

### 14 UPDATE ON GREATER BRIGHTON DEVOLUTION BID 15 - 20

Report of the Chair, Greater Brighton Officer Programme Board (copy attached).

### 15 UPDATE ON EMPLOYER SKILLS TASK FORCE AND APPRENTICESHIP BROKERAGE SERVICE 21 - 48

Report of the Chair, Greater Brighton Officer Programme Board (copy attached).

### 16 PRESENTATION ON SCIENCE FESTIVAL 2017

Presentation from Andrew Swayne, Adur & Worthing Business Partnership

### 17 UPDATE ON ONE PUBLIC ESTATE PROGRAMME APPLICATION AND GREATER BRIGHTON STRATEGIC PROPERTY BOARD PROPOSALS 49 - 66

Report of the Chair, Greater Brighton Officer Programme Board (copy attached).

### PART TWO

### 18 UPDATE ON ONE PUBLIC ESTATE PROGRAMME APPLICATION AND GREATER BRIGHTON STRATEGIC PROPERTY BOARD PROPOSALS- EXEMPT CATEGORY 3 67 - 206

Report of Chair, Greater Brighton Officer Programme Board (circulated to members only).

### 19 PART TWO PROCEEDINGS

To consider whether the items listed in Part Two of the agenda and decisions thereon should remain exempt from disclosure to the press and public.





# GREATER BRIGHTON ECONOMIC BOARD

10.00am 19 JULY 2016

FRIENDS MEETING HOUSE, SHIP STREET, BRIGHTON

## MINUTES

**Present:** Councillors Humphreys (Chair), Morgan, Parkin, Smith, Theobald and Wall

**Business Partners:** Peter Davies, Sue Dare, Prof. Humphris, Amanda Menahem, Dean Orgill, Andrew Swayne

### PART ONE

#### **1 APPOINTMENT OF CHAIR**

1.1 Alex Bailey read the following statement:

*“At its meeting on 19 April 2016, the Board agreed to a number of recommendations as to its Operating Principles, one being the process by which the Chair of the Board would be nominated for the 2016/17 term. Since the previous meeting, a confidential nomination and voting process was undertaken in accordance with that agreement Councillor Humphreys was nominated by fellow Board Members to the role of Chair of the Board for the 2016/17 municipal year”*

1.2 The Board unanimously agreed to appoint Councillor Humphreys as Chair of the Greater Brighton Economic Board for the 2015/16 municipal year.

1.3 The Chair thanked Board Members for their support for his appointment and his predecessor Councillor Parkin for his chairmanship in the 2015/16 year.

#### **2 PROCEDURAL BUSINESS**

##### **2a Declarations of substitutes**

2.1 Mike Herd was present as substitute for Prof. Davies.

2.2 Amanda Menahem was present as substitute for John A. Peel

##### **2b Declarations of interests**

2.3 There were none.

##### **2c Exclusion of the press and public**

2.4 In accordance with Section 100A of the Local Government Act 1972 (“the Act”), the Board considered whether the public should be excluded from the meeting during consideration of any item of business on the grounds that it is likely in view of the business to be transacted or the nature of the proceedings, that if members of the public were present during it, there would be disclosure to them of confidential information as defined in Section 100A (3) of the Act.

2.5 **RESOLVED-** That the press and public not be excluded.

### **3 MINUTES OF THE PREVIOUS MEETING**

3.1 **RESOLVED-** That the minutes of the previous meeting held on 19 April 2016 be approved and signed as the correct record.

3.2 As a matter arising, Councillor Theobald referred to paragraph 34.33 and enquired whether a response had been received to the Board’s letter to the 3SC’s.

3.3 Nick Hibberd stated that the matter was addressed in Item 6 of the meeting agenda and for the purpose of clarity, he would cover the issue at that point.

3.4 On behalf of Andrew Swayne, Alex Bailey asked if any update was available on the funding announcement detailed in paragraph 34.6 and if any further progress had been made on the City College campus redevelopment.

3.5 Phillip Carr stated there had been a delay due to the focus of central government being directed towards the implications of the recent European Union referendum result but he expected an announcement would be made in the near future.

3.6 In relation to the City College campus redevelopment, Sue Dare stated that an Area Review report would be published in the next week however, no update on the Growth Fund would be announced in the short-term due to the current political situation.

### **4 CHAIR'S COMMUNICATIONS**

4.1 The Chair provided the following communication:

*“I’d like to take this opportunity to welcome Robert Cottrill to his first meeting of the Board.*

*I’d also like to welcome Karl Roberts the Director of Planning & Economic Regeneration from Arun Council to the meeting as observer”*

### **5 2015/16 GREATER BRIGHTON ECONOMIC BOARD ANNUAL REPORT**

5.1 The Board considered a report of the Chair, Greater Brighton Officer Programme Board that set out the achievements made in 2015/16 and the key areas of focus for the medium to long-term.

5.2 Amanda Menahem stated that she had found the wording on page 2 of the Annual Report overly negative toward existing traditional and coastal industries and that she

had concerns regarding the response leaders in those industries may have when the Report was published in the public domain.

- 5.3 Dean Orgill stated that he shared that view and noted the initiatives taken by C2C and the Brighton & Hove Economic Partnership to support those sectors.
- 5.4 Peter Davies stated that page 5 of the Annual Report listed projects but did not provide detail on those projects and some had been omitted. Furthermore, there was an absence of the rationale behind why certain areas of the city region were being supported.
- 5.5 In reference to page 2 of the document, Nick Hibberd stated that the wording did appear unintentionally negative and adjustments would be made to the text to emphasise the need for diversification in the economy and the need to attract high value sectors to the region as well as support existing sectors. Nick Hibberd added that some projects had not been covered in the report as they had been detailed in the previous Annual Report and the emphasis of this document was what had been progressed through 2015/16.
- 5.6 **RESOLVED-**
- 1) That the Board approve the 2015/16 Annual Report.
  - 2) That the Board agree to the submission of the 2015/16 Annual Report to their respective organisations.

## **6 PROGRESS UPDATE ON GREATER BRIGHTON INVESTMENT PROGRAMME, LOCAL GROWTH FUND ROUND 3 AND THE CITY REGION'S BID FOR DEVOLUTION**

- 6.1 The Board considered a report of the Chair, Greater Brighton Officer Programme Board that provided an update on progress in relation to the Greater Brighton Investment Programme, Coast to Capital's Call for Growth Projects and the City Region's bid for devolution. The report covered the period between 20 April and 20 June 2016.
- 6.2 In relation to the query raised by Councillor Theobald at Item 3, Nick Hibberd clarified that whilst there had been no direct contact from the 3SC regarding the resolution taken by the Board in April, there had been much increased engagement with the 3SC at officer level, the Greater Brighton Region and 3SC had recently held a joint meeting with the Department for Transport (DfT) in relation to transport infrastructure and he had personally attended meetings of the 3SC Board and a member of the 3SC now attended GBEB Officer Programme Board meetings.
- 6.3 Sue Dare stated that she welcomed the appointment of Sarah Williams as the lead for the Skills strand and adding that she would welcome a specific update on skills relating to the Devolution bid.
- 6.4 Councillor Theobald noted that he would have welcomed a more formal response from the 3SC to the resolution taken by the Board in April. Councillor Theobald noted that the increasing possibility of a second runway at Gatwick Airport would have significant implications on transport in the City Region.

6.5 The Chair stated that he had attended a meeting of the 3SC the previous week and had neglected to raise the issue of a formal response but would do so in the near future.

6.6 **RESOLVED-** That the Board note the report.

## **7 ONE PUBLIC ESTATE PROGRAMME APPLICATION**

7.1 The Board considered a report of the Chair, Greater Brighton Officer Programme Board that provided an overview of the One Public Estate Programme and its application process for membership and sought Board approval to enter into the next stage of the application process.

7.2 Andrew Swayne welcomed the report and provided his support in applying to a exciting programme that lined up with the objectives of the GBEB. Andrew extended his congratulations to colleagues for progressing the application so quickly and at short notice and asked if delegated authority would be provided to the Chief Executive for Brighton & Hove City Council.

7.3 Nick Hibberd stated that he would circulate the bid although the timescales for input ahead of submission were very tight. Nick Hibberd clarified that the bid would be signed off by himself, the Section 105 Officer, Alex Bailey and Councillor Humphreys in his capacity as Chair of the Board.

7.4 Councillor Morgan extended his support to apply for a programme that would deliver a joined up approach to public services in neighbourhoods and communities. Councillor Morgan added that it provided an opportunity to develop housing stock and infrastructure and help provide a much more efficient service.

### **7.5 RESOLVED-**

- 1) That the Board give retrospective approval to the Greater Brighton OPE Expression of Interest.
- 2) That the Board nominate Brighton & Hove City Council (BHCC) to act as the lead authority; to be the main point of contact for the partnership in completing the final Service and Assets Delivery Plan and to be responsible for co-ordinating the activity delivered by the intended OPE partnership.
- 3) That the Board permit BHCC to enter into a Memorandum of Understanding (MOU) with the OPE programme, which agrees funding for the next stage of the application process and commits to producing a final detailed Service and Assets Delivery Plan by 29 July 2016.
- 4) That the Board agree that £25,000 of the £50,000 capacity funding awarded for this stage of the application process be used to appoint a full-time consultant to establish the Greater Brighton Property Board and produce the City Region's final detailed Service and Assets Delivery Plan within the required timescale.

## **8 UPDATE ON SMART SPECIALISATION & INNOVATION STRATEGY**

- 8.1 The Board considered a presentation from Prof. Nightingale (University of Sussex) and Prof. Cowling (University of Brighton) that set out the Smart Specialisation approach and presented data specific to the Greater Brighton economic area as a case for how the approach may benefit the region.
- 8.2 Geoff Raw welcomed the work carried out that he had found very helpful and informative and asked the presenters whether they had a view about how the approach could apply to the City Region and what could be learned from other areas.
- 8.3 Prof. Cowling stated that the findings indicated the industries and people attracted to an area that in turn created a high value and high growth economy often desired a place rich in cultural attractions, a range of amenities and were content with a high rate of tax in return for good local services. The clear way that the public sector could invest would be to create the environment to attract such industries and people. Prof. Cowling added that the high value of property in the region, specifically in Brighton & Hove, would be a likely hindrance.
- 8.4 Mike Herd asked if any conclusions could be made from the analysis and research on the impact of Gatwick Airport in the City Region.
- 8.5 Prof. Nightingale replied that Gatwick Airport would form a later part of research but on the basis of anecdotal evidence, the key issue would be based upon how air transport services innovate and the specific impact of IT services to the wider economy.
- 8.6 Amanda Menahem asked if the key factors that attracted talent to a particular region would be identified in the final report.
- 8.7 Prof. Cowling confirmed that it would and these could be summarised as cheap housing, good schools, excellent transport networks, high standard of healthcare and diversity in the economy.
- 8.8 Councillor Smith asked if there were any immediate lessons Board Members could take away and adapt at local and regional level.
- 8.9 Prof. Nightingale stated that the key to Smart Specialisation was methodical planning and evaluation, in particular knowing when to stop a specific project if it was no longer effective and when to continue projects.
- 8.10 Geoff Raw stated that he believed a key aspect of public services moving forward would be the ability to unlock private sector investment as it was unlikely there would be an improvement to public spending and financial outlook.
- 8.11 Prof. Humphris stated that there were straightforward issues that could be implemented to support SME's and universities could help drive improvements in Smart Specialisation, education and health.
- 8.12 **RESOLVED-** That the presentation be noted.

## 9 STEMFEST AND BIG BANG

- 9.1 The Board considered a presentation from Caroline Wood that provided detail on the recently held Coastal STEMfest event. STEMfest was an event put together as an opportunity to enthuse and inspire young people to take STEM subjects at school and was attended by 750 young people aged between 11-14 years, teachers, 13 schools from across coastal West Sussex with 21 business and partner exhibitors.
- 9.2 Andrew Swayne stated that a key focus of the event was to encourage children of primary school age to be interested in STEM subjects. The first had gone very well and he welcomed the wider programme proposed in the long-term with a focus on outcomes.
- 9.3 Prof. Humphris stated that research demonstrated that an effective strategy would be to engage with young females. Prof. Humphris relayed that it was hoped that Brighton & Hove would host the British Science Festival in 2017 that would represent a huge boost for the city.
- 9.4 **RESOLVED-** That the presentation be noted.

The meeting concluded at 11.40am

Signed

Chair

Dated this

day of

<b>Subject:</b>	<b>Update on Greater Brighton Investment Programme</b>		
<b>Date of Meeting:</b>	<b>18 October 2016</b>		
<b>Report of:</b>	<b>Chair, Greater Brighton Officer Programme Board</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nick Hibberd</b>	<b>Tel: 01273 293756</b>
	<b>Email:</b>	<a href="mailto:nick.hibberd@brighton-hove.gov.uk">nick.hibberd@brighton-hove.gov.uk</a>	
<b>LA(s) affected:</b>	<b>All</b>		

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

- 1.1 This report provides the Greater Brighton Economic Board ('the Board') with an update on progress on the Greater Brighton Investment Programme ('the Investment Programme').
- 1.2 The period covered by this report is 20 June 2016 to 20 September 2016.

**2. RECOMMENDATIONS:**

- 2.1 That the Board note the report.

**3. GREATER BRIGHTON INVESTMENT PROGRAMME HIGHLIGHTS:**New England House Growth Centre

- 3.1 Discussions are still on-going regarding the possibility of a land deal on the adjacent Longley Industrial Estate, to provide the means of securing the City Deal outputs for New England House. Alternative options are being explored should this not be achievable.

Digital Catapult Centre Brighton

- 3.2 Core contracts, including for the allocated Local Growth Fund (LGF) funding, are still unsigned and consequently the capital works are significantly behind schedule. The primary activity is being delivered by Wired Sussex and is focused on supporting businesses in the use of Big Data, VR and IoT. A project focused on technology and care for the elderly is currently engaging 18 care homes from across the City Region.

Superconnected Cities Programme – Broadband Voucher Scheme

- 3.3 Government's Broadband Connection Voucher Scheme is now closed to new applicants. The Greater Brighton Scheme has installed 1,044 vouchers with a value of £1,112,447. The final deadline for installing broadband connections under this scheme is 30 September 2016, there are only 11 vouchers left to be claimed.

- 3.4 West Sussex County Council (WSSCC) has launched the West Sussex Superfast Broadband Connection Voucher Scheme, for businesses based in West Sussex that do not have current access to superfast broadband and that are not included in the planned BDUK superfast roll-out. The scheme has been developed by the Rural West Sussex Partnership, South Downs National Park Authority, Gatwick Diamond Initiative, Coastal West Sussex Partnership and the Delivery Body, WSSCC. Funding for the Scheme comes from the C2C LEP LGF under their 'Growth is Digital' priority project. The deadline to apply is midnight 01 February 2017 or until all the funding is allocated. Further information and the application form can be found on the C2C LEP website:

<http://www.coast2capital.org.uk/helping-business-growth/grant-funding>

#### Advanced Engineering Centre

- 3.5 The construction programme for the new building is advancing well, with the structural frame for the two floors of the building now complete. As previously reported, there is some minor slippage in the programme and the project is presently working to a completion date of 05 May 2017, though work is continuing to accelerate construction to allow for earlier occupation. The project is slightly over budget and ongoing work is being undertaken to ensure that the costs are constrained within the budget envelop.

#### Innovation Centre Brighton (Block J)

- 3.6 On 05 September 2016, work on the Block J - Brighton Station site recommenced with a new contractor. The project is due for completion on 05 June 2017.

#### Circus Street Innovation Growth Centre and Regeneration

- 3.7 To overcome its previously reported difficulties in securing a viable price for construction, the developer U+I has taken the decision to retender the construction contract. This follows an extended period of concerted co-operative working by the development partners, to reduce costs and/or profits in order for the contract to be let. The developer is confident that, over the course of 2016, the construction market has 'softened' to the extent that it will be able to secure more competitive bids on this occasion, thereby ensuring a viable build price and enabling construction work to commence early in the new year.

#### Preston Barracks Central Research Laboratory

- 3.8 U+I and the UoB are in the advanced stages of finalising their comprehensive redevelopment plans for the former barracks site and adjacent university land. The design and massing has been developed in response to on-going dialogue with BHCC Planning Officers and it is hoped that a massing freeze will be achieved during week commencing 05 September 2016, to allow for the more detailed technical work necessary to support the planning application to be progressed. Subject to continued good progress on planning matters, U+I and the UoB plan to submit the planning application at end-2016, achievement of which, together with planning consent in the first half of 2017, should enable construction to commence in 2017/18.



- 3.9 The CRL pilot project, 'Field', continues to operate successfully with 8 innovative start-ups from Brighton & Hove benefitting from space in the temporary workspaces. A new community café is open, providing both Field tenants and the local community a facility that supports engagement with the local community in the redevelopment proposals.

#### City College Brighton and Hove – Construction Trades Centre

- 3.10 The new Construction Trades Centre at City College East Campus at Wilson Avenue continues to make good progress. The extensive earthworks and substructure works have now been completed and the building's structure, roof and external walls are all nearing completion. Finalisation of the construction works remains on target for completion in April 2017.

#### Newhaven Enterprise Zone

- 3.11 Work is progressing on the Enterprise Zone (EZ), with planning applications currently received for 3 key sites; Bevan Funnell, Eastside South and parts of Avis Way.
- 3.12 The South East Local Enterprise Partnership (SELEP) has shortlisted the LGF bid for Eastside South, which will accelerate the delivery of a new business park (comprising 7,733m<sup>2</sup> of B1/B8 floorspace).
- 3.13 The brief for the Investment Strategy is due to be released to consultants in early-September 2017 and the Memorandum of Understanding between Lewes District Council (LDC), C2C LEP and Government is currently being finalised. An officer-led Delivery Board will meet for the first time in October 2017.

#### Newhaven Flood Alleviation Scheme

- 3.14 The design and construction of the Scheme is on track for completion by end-2016/17, with the exception of the railway gate.
- 3.15 Planning consent has been granted from LDC for the Scheme on both river banks south of the Energy Recovery Facility (ERF). Planning consent is still pending from the South Downs National Park and East Sussex County Council regarding the small part of the Scheme north of the ERF, but this is expected in the coming weeks.
- 3.16 The design of the defence on the west bank in Newhaven is due to be completed by early-October 2017 and work will commence site in late-November 2016 to February 2017. The team held a public exhibition at end-August 2016, inviting residents who live near the planned defences works on the west bank to speak to the project team regarding the draft final design and how the construction works might affect them.
- 3.17 Design work for the east bank of the Scheme will commence at end-September 2016, with work starting on site from Spring 2017. The team is continuing to engage with local landowners, operators and service providers regarding the Scheme.

### Newhaven Port Access Road

- 3.18 The business case for the second phase of the PAR (from Pargut roundabout to Mill Creek) continues to be developed. As a retained scheme, discussions with the Department for Transport (DfT) have been on-going to agree the required scope of the business case. Draft business case documents continue to be submitted to the DfT for comment.
- 3.19 Additional ground investigation works will commence shortly, to inform the detailed design of the embankments and bridge. Ecological surveys are continuing throughout summer 2016. Construction of the scheme will now be procured using Hampshire County Council's framework contract and following that tender process and receipt of a tendered sum, final submission of the business case is planned for early-2017. Subject to the approval of the business case, construction could commence in mid-2017, with completion in late-2018.

### Shoreham Flood Defences – Adur Tidal Walls

- 3.20 The project is now mobilising on site and construction of the defences is due to commence at end-September 2016. The project is actively engaging all stakeholders on construction impacts. Over the last quarter, the project has delivered environmental mitigation works and construction planning.

### Shoreham Flood Defences – Western Harbour Arm

- 3.21 A detailed business case for the delivery of the preferred flood defence solution for the Sussex Yacht Club site is to be considered by the full C2C LEP Board on 22 September 2016. An initial presentation to the Infrastructure Sub-Committee and representatives of the Accountable Body (WSCC) was held in August 2016 and the Sub-Committee has confirmed it will make a recommendation for a conditional approval to the Board (that will release the £3.5m LGF funding to ensure delivery of the scheme). Following confirmation that full Board approval has been secured, Adur & Worthing Councils (AWCs) will be seek to bring forward funding from the Environment Agency (EA) to ensure the project can proceed. Completion of the scheme is scheduled for summer 2018.
- 3.22 The project at Kingston Beach is not now progressing, as it is likely that a flood defence solution can be provided at the adjoining development site (forming part of the Western Harbour Arm). The business case submitted to the C2C LEP stresses that the priority project in terms of flood defence is the Yacht Club site, as it is the weakest point in the existing flood defences for the Western Harbour Arm and the A259, forming part of the strategic road network, and regularly floods at this point.

### Burgess Hill Growth Location

- 3.23 A LGF bid for infrastructure to support the Burgess Hill Growth Location was submitted to C2C LEP in April 2016. The bid seeks to address the infrastructure funding gap for the Growth Location, primarily by helping to secure the provision of a key link road and other highway and public transport improvements. These will be delivered at an early stage in the development, enabling the developers to progress residential, employment and community developments promptly. The bid was included in C2C LEP's presentation to Government and final decisions

are expected in the context of the Autumn Statement. See section 4 of this report for further detail on the C2C Growth Deal 3 submission.

- 3.24 Mid Sussex District Council (MSDC) submitted its District Plan to Government in August 2016. The Plan provides the framework for the Burgess Hill developments and will now be subjected to an independent examination by the Planning Inspectorate with hearing sessions envisaged in Autumn 2016.
- 3.25 The Northern Arc scheme, which will deliver approximately 3,500 new homes alongside a business park, schools and community facilities, remains the key focus for MSDC. Further progress has been made to address outstanding issues, such as mitigating potential odour impact from Goddards Green Waste Water Treatment Works, and regular discussions are being held with developers to progress the scheme.
- 3.26 Good progress has been made on the approved major retail, leisure and housing scheme to redevelop Burgess Hill town centre. MSDC aims to sign the development agreement and lease for the site in September 2016. A related planning application to relocate the existing Lidl store from the town centre has been determined favourably. Relocation of Lidl will facilitate commencement of development on the town centre scheme, which is due to complete by 2021.
- 3.27 Planning applications for the second phases of both the Keymer Tile Works and Kings Way sites in Burgess Hill are currently under consideration. Together, these applications will deliver 257 new homes and a variety of community facilities, including retail units, a medical building, open space, a community hall with café and a multi-use games area. The first occupation of new houses on the Kings Way has also taken place.
- 3.28 MSDC continues to work closely with the Homes & Communities Agency to deliver Starter Homes. Officers from the MSDC have had initial discussions with Network Rail, the HCA and Department for Communities and Local Government (DCLG) to begin discussions on upgrading Burgess Hill railway station in conjunction with residential development, including Starter Homes, on the surrounding publicly owned land.
- 3.29 Work continues on The Brow to convert a number of public sector buildings into a modern, purpose built public services facility to house a GP surgery and accommodation for the police and ambulance services, whilst freeing up land to provide a significant number of Starter Homes that will support the regeneration of the town centre. The HCA has commissioned architects and planning consultants who have produced a high level design and viability assessment. MSDC continues to work with both partners and the HCA to agree how to move forward with the implementation of this project.
- 3.30 Work has commenced to build a Burgess Hill brand and outreach communications strategy. The intention is to work in partnership with the various developers active in the town to promote and support its role as a growth location and to provide high quality information to existing and future residents, employees and visitors.

### A2300 Corridor Improvements – Burgess Hill

- 3.31 This scheme will support economic growth through enabling the delivery of strategic housing and employment development at Burgess Hill, and the funding profile has been aligned with the development profile currently being proposed by developers. The Burgess Hill Transport Model to support the business case is currently being developed and is due for completion in October 2016, at which point the model will be available for use in assessing the economic benefits of the A2300 in support of the business case to be submitted to Local Transport Body. As this is a DfT retained scheme, the revised funding profile will also be communicated to DfT. The current programme indicates start of construction Q4 2020/21, with completion in Q1 2022/23.

### Brighton Valley Gardens – Phases 1 and 2

- 3.32 The technical review of the project is continuing, in order to ensure that the current scheme design is robust and that proposed changes to the road layout will provide optimal benefits and not have a significant adverse effect on traffic and people movements. The Initial results of the modelling assessments have been used to further inform BHCC officers' understanding of the project. Over the coming months, officers will be working with consultants to respond to the model outcomes and further refine Highway Design work as part of an iterative process. An update of this review work will be reported to BHCC's Environment Transport & Sustainability Committee in November 2016, including a proposed design. The proposed implementation date is expected in late 2017/18.

### Brighton & Hove Bike Share

- 3.33 The procurement specification for the operation, management and maintenance of the Scheme has been finalised and the Invitation to Tender (ITT) was advertised on 21 July 2016. ITT responses were due by 08 September 2016, with contract award scheduled for early October 2016 and mobilisation in November 2016 but, due to issues with the e-procurement portal, the ITT will be reissued shortly. It is estimated that this will put the project approximately 1 month behind scheduled and the implications on spend are currently being analysed and discussed with C2C LEP.

### Brighton & Hove Intelligent Transport Systems (ITS) Package

- 3.34 The project is moving forward with the traffic signal pedestrian crossing upgrades and junction improvements. CCTV installations are in hand, as are the installations of the required software systems. Procurement is being explored in relation to other equipment, such as bus lane cameras.

### Montague Place, Phase 1 Worthing Sustainable Transport Package

- 3.35 The scheme has been completed and opened in August 2016. An opening ceremony is planned for September 2016.

#### **4. UPDATE ON C2C's CALL FOR GROWTH PROJECTS:**

- 4.1 Coast to Capital's final Growth Deal 3 submission, totalling £136m, was made to Government on 28 July 2016.
- 4.2 Of the 10 bids that Greater Brighton put forward from its pipeline, 6 have been included in the final submission. These seek a combined LGF of £80.59m:
- Worthing Central Phase 1 (seeking LGF funding of £9.4m)
  - Decoy Farm, Worthing (seeking LGF funding of £8m)
  - New Monks Farm & Airport (seeking LGF funding of £9.43m)
  - Burgess Hill Growth Area Infrastructure Package (£24.64m) (submitted as three individual bids)
  - Sussex Bio-Innovation Centre, Brighton (£9.12m)
  - Black Rock Site Development, Brighton (£20m)
- 4.3 It is estimated that these 6 projects will bring a combined private sector match fund of £745.4m into the City Region and deliver approximately 9,844 direct jobs, 5,965 homes and 299,428sqm of employment floor space.
- 4.4 An announcement from Government on Growth Deal 3 allocations is expected in as part of the Autumn Statement on 23 November 2016.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 6.1 There are no direct financial implications associated with this report although each scheme will be subject to separate business cases which will need to ensure financial viability and risk management is addressed. These individual business cases will be reported to their respective committees.
- 6.2 The Growth Deal 3 submissions have been made to Government and 6 schemes in total have a combined funding value of £80.59m. If successful the announcement will be confirmed in November this year and further work will be required to ensure each scheme has full funding. These will be reported upon at later dates subject to further financial testing.

*Finance Officer Consulted: Rob Allen, Principal Accountant, BHCC  
Date: 26/09/16*

##### Legal Implications:

- 6.3 There are no new direct legal implications arising from this update report.

*Lawyer Consulted: Bob Bruce, Deputy Head of Law BHCC  
Date: 20/09/16*

##### Equalities Implications:

- 6.4 None. As the business cases for individual projects are developed, lead partners will be asked to develop an Equality Impact Assessment for their projects as appropriate.

Sustainability Implications:

6.5 None arising from this report. Sustainability issues will be addressed on a project by project basis.

Any Other Significant Implications:

6.6 None

**SUPPORTING DOCUMENTATION**

**Appendices:**

None

**Background Documents**

None

<b>Subject:</b>	<b>Update on Greater Brighton Bid for Devolution</b>		
<b>Date of Meeting:</b>	<b>18 October 2016</b>		
<b>Report of:</b>	<b>Chair, Greater Brighton Officer Programme Board</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nick Hibberd</b>	<b>Tel: 01273 293756</b>
	<b>Email:</b>	<a href="mailto:nick.hibberd@brighton-hove.gov.uk">nick.hibberd@brighton-hove.gov.uk</a>	
<b>LA(s) affected:</b>	<b>All</b>		

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

- 1.1 This report provides the Greater Brighton Economic Board ('the Board') with an update on progress on the City Region's bid for Devolution.
- 1.2 The period covered by this report is 20 June 2016 to 20 September 2016.

**2. RECOMMENDATIONS:**

- 2.1 That the Board note the report.

**3. UPDATE ON GREATER BRIGHTON DEVOLUTION BID**

- 3.1 The recruitment process for the Greater Brighton Policy & Projects Manager post was completed. Unfortunately, the process was unsuccessful and the appointment of a consultant team is currently being explored.
- 3.2 Fortnightly catch-up meetings continue between the Greater Brighton and the Three Southern Counties (3SC) core teams, to update on progress and to identify and take forward areas of joint work.
- 3.3 A draft deal document is under development, to enable discussions to recommence with Government. It is anticipated that this be progressed over the coming months.
- 3.4 Proposals for a Sub-National Transport Body to align with Government expectations are being jointly developed by Greater Brighton and the 3SC. It is anticipated that the proposals be presented to the Board at its next meeting, on 31 January 2017.
- 3.5 The City Region's devolution bid commits Greater Brighton to delivering 22,500 homes in ten years. This is within existing Local Plan numbers, but represents a 55% uplift in the current rate of completions. To achieve this target the City Region would need to do everything it can in terms of finding and bringing forward sites, dealing with blockages such as transport and other infrastructure, ensuring a flow of finance and developing new delivery mechanisms. The City Region has been clear with officials that it would also need ALL of its Devolution

Deal asks to be granted to be able to achieve the target, including raising the HRA borrowing cap, flexibility in the use of Right to Buy Receipts, better access to surplus sites from national public bodies and certainty over HCA funding.

3.6 In order to progress this, the Greater Brighton Housing & Growth Sites Working Group continues to meet regularly. In particular, it has taken forward:

- The City Region's "layer by layer" plan, to identify the interventions needed for the City Region to deliver its commitment to 22,500 homes in the next 10 years (with a focus on large sites (100+ units));
- Modelling the additional housing that could be developed through HRA borrowing uplifts;
- Work on potential for the development of key station sites with the Homes & Communities Agency (HCA) and Network Rail, and;
- The City Region's One Public Estate bid (please refer to section 3.9 for further information).

3.7 The Greater Brighton Housing & Growth Sites Working Group has also been exploring alternative delivery models and recently looked at a Living Wage Housing Joint venture proposal between Brighton & Hove City Council and Hyde Housing to deliver 1,000 low cost homes for rent and ownership. If successful, the model could potentially be applied to the wider City Region.

3.8 The work of the Coastal West Sussex and Greater Brighton Strategic Planning Board ('the Strategic Planning Board') is also continuing. An updated Local Strategic Statement (LSS2) was agreed in March 2016. Work is ongoing on the implementation of the strategy, which will include unlocking housing sites and delivering infrastructure. There is also progress on a study to be commissioned on defining the Housing Market Areas and Functional Economic Market Areas for the Coastal West Sussex and the Greater Brighton area, building on the existing background papers produced by Nathaniel Lichfield and Partners in May 2015. This study will help to inform the future decision on how and whether to take forward work on a strategic plan for the area.

3.9 An Expression of Interest for the One Public Estate programme was submitted on 06 May 2016. Applications from over 30 partnerships involving over 100 councils were received. Greater Brighton was successful in progressing to the next stage. The City Region was awarded £50,000 to develop a final Services and Assets Delivery Plan and a funding submission for £597,000 was submitted July 2016.

3.9.1 At the time of writing, the outcome of the City Region's submission is unknown. The National One Public Estate programme is expected to announce its final decision during week commencing 26 September 2016.

3.9.2 Work has commenced to establish the necessary governance arrangements to not only ensure that the City Region successfully delivers the commitments made in its bid but also, to seize the future benefits of taking a more strategic and joined-up view of the City Region's combined public estate. It is proposed that a Greater Brighton Strategic Property Board ('the Property Board') be established, to provide direction, oversight and accountability. The Property Board will bring together senior officer representatives from local, regional and national public sector partners as a local strategic assets forum. It will also include one



independent business representative, as well as one advisor from the National Programme and one advisor from the Government Property Unit. Members will work collaboratively to identify and take forward opportunities across the public estate to:

- Create economic growth (new homes, employment floorspace and jobs);
- Enable more integrated customer-focused services;
- Generate capital receipts, and;
- Reduce running costs.

3.9.3 It is proposed that the Property Board will meet quarterly, with its inaugural meeting on 25 October 2016. A report on this is featured elsewhere on the agenda.

3.10 Work has continued in relation to Employment & Skills, with a specific focus on meeting the City Region's commitment to create 1,000 new apprenticeships in 1,000 days. The Employer Skills Task Force, which was established in June 2015 and comprised around 30 members from the business community and local education institutions along with experts, practitioners and apprenticeships, developed eight recommendations to enable the City Region to meet this target, including the creation of an apprenticeship brokerage company. It also launched an Employer Pledge during Apprenticeship Week in March 2016 and to date, 45 employers have made a total of 106 pledges and all employers have been contacted and connections established with schools and colleges. This includes employers engaging directly with schools and helping promote the importance of apprenticeships. Further work to engage employers is ongoing prior to establishment of the brokerage.

3.10.1 A Greater Brighton Employer Action Group has been established to identify and take forward the steps needed to create the brokerage service. The Group is chaired by Gavin Stewart, Chief Executive of the Brighton & Hove Economic Partnership, and made-up of employers and training providers.

3.10.2 The Greater Brighton Employer Action Group is responsible for undertaking detailed financial modelling and for exploring resourcing options; it is likely that a request for a contribution towards funding will be brought back to the Board in the near future. The aspiration is that the service will become financially self-sustaining within 3 years of operation. Longer-term it is envisaged that funding will be secured from levy payers and training providers including the FE colleges in the region. Work will take place to actively pursue major employers who are likely to be levy payers, including NHS, universities and other public sector organisations, to secure sustainable funding for this service. Contributions will be sought from district councils, large private sector employers and the public sector.

3.10.3 The Greater Brighton Apprenticeship Brokerage service will help the City Region to meet its devolution commitment to have employed 1000 apprentices in 1000 days by providing a clear support service to help employers navigate the training landscape and secure the training that they need for their staff. A report on the creation of a Greater Brighton Apprenticeship Brokerage Service is featured elsewhere on the agenda.

- 3.11 The University of Brighton (UoB) and the University of Sussex (UoS) have commenced work on the development of a Smart Specialisation Strategy for the City Region. In essence, the work will support the formation of an effective local economic growth strategy by identifying sectors in the local economy that are large enough and specialised enough to provide comparative advantage for the City Region. It then aims to understand the problems the firms face, and what can be done to support their growth, and the economic development of the wider region. The work is being led by Professor Marc Cowling, who is Professor of Entrepreneurship at the UoB and an expert on local economic growth policy, and Professor Paul Nightingale of the UoS, who is an expert on innovation and led the Sussex side of the 'Brighton Fuse' project on the local Digital Creative Industries cluster. This research will report back to the Board at its next meeting, on 31 January 2017.
- 3.11.1 The City Region's Smart Specialisation work will feed into the wider 'Innovation South' Science and Innovation Audit. This multi-LEP area proposal, which includes Enterprise M3, Coast to Capital, Dorset, Kent & Medway, the Solent and Thames Valley Berkshire LEPs, was submitted on 02 September 2016.
- 3.12 The City Region has begun conversations with the Department for International Trade, to maximise opportunities for inward investment and export.
- 3.13 The Digital Working Group will be reconvened in Autumn 2016 to progress three key areas of work:
- 3.13.1 The development of the Greater Brighton Digital Strategy, to act as the 'guiding mind' for the City Region and to set high ambition;
- 3.13.2 The development of the Greater Brighton Creative Industries Council, bringing focus to the many fragmented aspects of support that are currently available from Government, and;
- 3.13.3 Digital infrastructure, to enable Greater Brighton to be the best connected City Region in the UK, with Ultrafast (1 gbps) available in nearly all urban locations and superfast (30 mbps) in the rest. A review of the technical and business solutions to enable this continues.

#### **4. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 4.1 There are no direct financial implications resulting from this report. The City Region's devolution bid will commit Greater Brighton to deliver a number of initiatives such as new housing, infrastructure and jobs through a number of different schemes. These initiatives will be addressed in separate business cases and reports presented to the Greater Brighton Economic Board.

*Finance Officer Consulted: Rob Allen, Principal Accountant  
Date:10.10.2016*

Legal Implications:

- 4.2 As detailed in the body of the report what is outlined is a major venture, and should enhance the council's capacity to meet a number of its pressing duties including housing, planning & aspects of new duties under the Apprenticeships, Skills, Children and Learning Act.
- 4.3 It is clear that a considerable number of high & low-level legal agreements will flow from the various arrangements to be put in place & may take time to finalise each.
- 4.4 Resources available from the council are limited in officer time, in undertaking the legal documents required. It is possible that these could not be adequately supported from within existing resources / budgets.
- 4.5 It is not considered that any adverse human rights implications arise from the report's recommendations. However this will need to be closely reviewed depending on the final nature of emerging arrangements.

*Lawyer Consulted: Marten Matthews, Senior Projects Lawyer BHCC  
Date:10.10.16*

Equalities Implications:

- 4.3 None.

Sustainability Implications:

- 4.4 None.

Any Other Significant Implications:

- 4.5 None

**SUPPORTING DOCUMENTATION**

**Appendices:**

None

**Background Documents**

None



<b>Subject:</b>	<b>Update on Employer Skills Task Force and Apprenticeship Brokerage Service</b>		
<b>Date of Meeting:</b>	<b>18 October 2016</b>		
<b>Report of:</b>	<b>Chair, Greater Brighton Officer Programme Board</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Rachel Carter</b>	<b>Tel: 01273 294921</b>
	<b>Email:</b>	<a href="mailto:rachel.carter@brighton-hove.gov.uk">rachel.carter@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

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

- 1.1 At its meeting on 14 July 2015, the Greater Brighton Economic Board ('the Board') received a presentation from Cllr Tom Bewick and asked the Greater Brighton Officer Programme Board ('the Officer Board') to consider proposals for a Greater Brighton Apprenticeship organisation and to return with its findings and proposals.
- 1.2 This report will update the Board on progress, including a summary of both the findings and the emerging model, and outline the next steps.
- 1.3 This report will also provide the Board with an update on the Coast to Capital Local Enterprise Partnership's (C2C LEP) Enterprise Advisor Network Pilot, which helps to promote apprenticeships and strategic links between businesses and schools.

**2. RECOMMENDATIONS:**

- 2.1 The Board is asked to note the progress that has been made and to endorse the next steps at 3.22 to 3.26.

**3. CONTEXT/ BACKGROUND INFORMATION**Greater Brighton Employer Skills Task Force

- 3.1 In July 2015 following a meeting between the council and senior business leaders the Employer Skills Tasks Force was set up. This time limited employer led group was established to consider two areas. The first was how to increase the take up of apprenticeships locally in order to address the very low levels of take up in the sub-region, and how to support greater levels of engagement between business and schools as a means of improving students understanding of the local labour market, helping to inform their career and learning choices; and creating a pipeline of future talent for the local economy.

- 3.2 The Task Force comprised around 30 members from the business community and local education institutions. Experts, practitioners and apprentices were invited to attend the meetings and help inform the work. The Task Force developed a number of recommendations as a result of the meetings; chief among them was agreement to set a target of a minimum of 1,000 new apprenticeships in 1,000 days. To achieve this, the Task Force launched the Employer Pledge, asking the wider business community to support the campaign. They also set out eight recommendations detailed below:
- R1.** To establish a Youth & Employability Organisation (brokerage service / Community Interest Company (CIC)).
  - R2.** Local businesses should be encouraged to sign the Greater Brighton Pledge to work with the Youth & Employability Organisation and use it as the main source for trainees and apprenticeships.
  - R3.** Every school in Brighton & Hove should be allocated at least one key business partner in the city and form a relationship lasting at least two-years with the aim of increasing pupils understanding on the work and career opportunities in different sectors locally and across the Greater Brighton City Region and as a means of raising aspiration.
  - R4.** A campaign in local schools similar to the 'London Ambition' and schools pledge to organise at least 100 hours of contact time between pupils and local businesses.
  - R5.** Develop and maintain an apprenticeship brand for the Greater Brighton City Region to help simplify the training and apprenticeship offer and reduce confusion for businesses, young people, schools and parents.
  - R6.** Encourage each school to have a school governor for enterprise to champion entrepreneurship within the curriculum, support initiatives that raise awareness of the world of work and promote employability.
  - R7.** Large businesses (over 250 employees) in the Greater Brighton City Region, including Brighton & Hove City Council, should lead by example by identifying entry level through to higher level jobs that will be appropriate for traineeships and/ or apprenticeships.
  - R8.** The Council and local businesses should lobby for a proportion of the proposed Apprenticeship Levy on large employers to be used to help fund the creation of the new Youth and Employability organisation.
- 3.3 The Employer Pledge was launched during Apprenticeship Week in March 2016. At this event, businesses were asked to commit to one or more of the following:
- Offer a traineeship, apprenticeships or higher apprenticeship
  - Offer a workplace visit to their business
  - Offer a work placement to a young person
  - Offer help with student projects or enterprise activities in schools and colleges
  - Offer to speak to pupils about careers and recruitment

- Become a school governor
  - Mentor a budding entrepreneur
  - Provide employment advice about their industry.
- 3.4 To date, 45 employers have made a total of 106 pledges and all employers have been contacted and connections established with schools and colleges. This includes employers engaging directly with schools and helping promote the importance of apprenticeships. Further work to engage employers is ongoing prior to establishment of the brokerage.

#### Greater Brighton Apprenticeship Service

- 3.5 The Task Force identified the following key issues to be addressed in the City Region:
- Challenges faced by employer engaging with the employment and skills system.
  - Duplication of efforts and competition between providers.
  - The need to have a single brand and campaign to get employers at every level and size engaged in raising apprenticeships and addressing youth unemployment.
- 3.6 A key ambition of the Task Force was to help support the creation of apprenticeships they therefore recommended the establishment of an all-age brokerage service to:
- Help large employers and small and medium sized enterprises (including micro-businesses) to find trainees, apprentices (including higher apprentices).
  - Track the number of apprenticeships starts and completions and provide evidence in the form of metrics that will detail take-up by a range of indicators e.g. age, gender, ethnicity, disability and geography.
  - Develop apprenticeship branding for the City Region, to help simplify the training and apprenticeship offer and reduce confusion for businesses, young people, schools and parents.
- 3.7 It is envisaged that the brokerage service will work with providers to help them enhance the relevance and quality of their services, and target businesses with opportunities and offers.
- 3.8 It is intended to develop an apprenticeship brand for the City Region and to simplify the training and apprenticeship offers thereby reducing confusion for businesses, young people, schools and parents.
- 3.9 It will also analyse patterns and trends in recruitment, skills and recruitment requirements with support from the Coast to Capital Local Enterprise Partnership (C2C LEP).

3.10 The Apprenticeship Levy will be introduced in April 2017 and it will be a levy on UK employers to fund new apprenticeships. Organisations with a turnover £3m or above will pay 0.5% of their wage bill for the levy. The Apprenticeship Levy represents a changing relationship between business and learning institutions and will put businesses in the driving seat in purchasing the training that they need for new and existing staff. There is an opportunity for the proposed brokerage service to support levy payers by making it easier to navigate the training provider market and in helping them to identify new and existing staff able to take up apprenticeship opportunities. The main benefits of the brokerage service for employers, individuals and training providers are outlined below.

#### **For Employers**

- Employers will receive support to maximise value for money from their Apprenticeship Levy contributions.
- Recruiting talent locally and addressing skills gaps with talented local people, allows employers to innovate and grow.
- Employers are able to offer (through schools and other training providers) good quality work experience and work trials that benefit both businesses and individuals.
- Enhance employer engagement with schools and providers by helping them access and develop relationships.
- Employers are able to access clear advice on options relating to staff training and opportunities to support Continuing Professional Development (CPD).
- Employers able to provide good quality apprenticeships, communicate with potential and current employees and feel supported to do so.
- Lower employee turnover (ie a more stable/settled workforce).
- Job applicants are better prepared for work (ie higher quality job applications, more knowledgeable about the jobs they can apply for).
- Employers have a clearer understanding of how to access good quality training provision for their staff.

#### **For Individuals**

- Access to good quality Information Advice and Guidance and a career path which better helps individuals realise their potential and aspirations, including higher level study through work of equal value to a degree.
- A central contact point for all ages for employers.
- More supported employment opportunities (with progression) with a range of employers for all ages.
- More awareness of different vocational and academic pathways.
- Easier access to recruiting employers.
- To be able to find out about, apply for and feel safe in an apprenticeship in the city – whether as a young person or adult.
- More people from 'excluded' backgrounds in work.
- Vocational routes to Higher Education as clear as the academic ones.
- Young people better understand the various routes through training and education into employment.

#### **For Providers:**

- Able to better match the training provision on offer with the needs of employers.



- To create a positive ongoing dialogue between employers and providers.
- To raise the level of delivery from providers by creating a benchmark which can be followed across the sector.

### Governance

- 3.11 A Greater Brighton Employer Action Group has been established to identify and take forward the steps needed to create the brokerage service. The Group is chaired by Gavin Stewart, Chief Executive of the Brighton & Hove Economic Partnership, and made-up of employers and training providers.
- 3.12 It is envisaged that the Greater Brighton Apprenticeship Brokerage will be independent and impartial. It will consist of a small team of skilled staff who manage enquiries, sign post businesses to the appropriate support including the Digital Apprenticeship Service which will launch in January 2017. The Digital Apprenticeship Service is an online platform that employers will be able to use to administer the Apprenticeship Levy such as pay for training and assessment for apprenticeships.
- 3.13 The Action group is responsible for:
- Agreeing the desired outcomes linked to the objectives and a set of 'SMART' measures which can be tracked
  - Drafting the workplan and agreeing indicative timescales
  - Considering the resource implications starting with a presumption that resources will need to be drawn from existing services, providers and/ or organisations.
  - Reporting back to the Learning, Skills & Employment Partnership on the proposed workplan and indicative timetable for delivery of the proposed actions across the four year period.
- 3.14 The Greater Brighton Employer Action Group is responsible for undertaking detailed financial modelling and for exploring resourcing options; it is likely that a request for a contribution towards funding will be brought back to the Board in the near future. The aspiration is that the service will become financially self-sustaining within 3 years of operation. Longer-term it is envisaged that funding will be secured from levy payers and training providers including the FE colleges in the region. Work will take place to actively pursue major employers who are likely to be levy payers, including NHS, universities and other public sector organisations, to secure sustainable funding for this service. Contributions will be sought from district councils, large private sector employers and the public sector.
- 3.15 The Greater Brighton Apprenticeship Brokerage service will help the City Region to meet its devolution commitment to have employed 1000 apprentices in 1000 days by providing a clear support service to help employers navigate the training landscape and secure the training that they need for their staff
- 3.16 Engagement with businesses has continued following the launch of the Pledge however, there is a need to establish the brokerage in line with the launch of the new apprenticeship levy. The aim therefore is to launch the brokerage service in Spring 2017.

### Enterprise Adviser Network

- 3.17 The C2C Local Enterprise Partnership successfully secured government funds to pilot an Enterprise Adviser Network for the region. The Network co-ordinator matches businesses with the senior leaderships teams in schools so that they can work together to promote enterprise in schools.
- 3.18 C2C LEP successfully worked with 20 schools and colleges during the phase 1 pilot in Coastal West Sussex and Brighton and Hove from September 2015-August 2016, matching them all with Enterprise Advisers.
- 3.19 Following the success of the pilot the LEP were awarded additional funding for a wider roll out of the scheme. Funding for Phase 2, which runs from September 2016-August 2017, involves a planned expansion across the Coast to Capital region, prioritising mainstream secondary schools and academies and colleges.
- 3.20 C2C LEP plans to recruit a specialist Enterprise Coordinator for Phase 3 (2017/18), who will focus on institutions working with young people with special educational needs and disabilities.
- 3.21 The Enterprise Advisor scheme will complement the work being delivered through the brokerage by helping to create a pipeline of young people with a better understanding of the world of work and the opportunities presented through apprenticeships.

### Next Steps

- 3.22 That the Greater Brighton Employer Action Group will develop the business and funding model for the Apprenticeship Brokerage Service.
- 3.23 That employer engagement activity across the city region promotes the Greater Brighton Employer Pledge and apprenticeships.
- 3.24 That ongoing activity with the Sussex Council of Training Providers in schools and colleges, links closely with East and West Sussex, to raise awareness of the Apprenticeship levy and the apprenticeship opportunities.
- 3.25 That work with Higher Education and Further Education partners explores higher level apprenticeship opportunities including qualifications in schools, NHS and other public sector organisations.
- 3.26 That a further report will be brought to the Economic Board once the final business and financial model is developed.

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

- 4.1 The Task Force discussed different models of apprenticeship training companies and agencies and Jeremy Hempstead, CEO and Chair London Apprenticeship Company, spoke to the group about Apprenticeship Training Agencies (ATAs) and he raised concerns about ATAs' sustainability without ongoing public funding.

- 4.2 Alongside the work conducted by the Task Force, the consultants ('Rocket Science') commissioned to develop the City Employment & Skills Plan (2016-2020), established the need for an employer brokerage model through the research and consultation they conducted to develop the Plan. A review of different ATA models in the country was done by Rocket Science including those that had been developed in other devolved cities. They found similar challenges with financial sustainability and this information is helping to inform the modelling of the proposed brokerage.
- 4.3 In summary, therefore, evidence from other examples around the country showed that whilst some were successful in terms of generating and improving take-up in underserved sectors, others have been difficult to scale up due to cost
- 4.4 In addition, expectations of using freedoms of the Apprenticeship Levy to fund such an ATA have been discarded as the government has made clear that the allocation of and or pooling of levy money will not be approved. Funds will be held by government and claimed by businesses against the number of apprentices employed.

## **5.0 COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 The consultants responsible for the City Employment & Skills Plan engaged with providers, public bodies, third sector partners and businesses throughout the development of the Plan. Over 100 delegates attended the first consultation event in December 2015 which looks at the key priorities for the Plan. Over 70 delegates attended the second consultation event in January 2016 to develop a set of recommendations for the Plan. City Region partners were invited to attend the consultation events. Over 25 in-depth interviews with conducted with key stakeholders in the City. In addition over 170 respondents completed an online questionnaire which helped inform the development of the Plan.
- 5.2 A Greater Brighton Employer Skills Taskforce was convened which was an integral part of the development of the City Employment & Skills Plan to ensure employers were central to its development.

## **6.0 RISKS**

- 6.1 The Task Force identified the need for a brokerage service for the Greater Brighton City Region to raise the level of apprenticeships. A do nothing approach may result in apprenticeship numbers falling further at a time when local firms have identified skills shortages.
- 6.2 An alternative model of an Apprenticeship Training Agency has been examined and considered as not a viable option.
- 6.3 The Apprenticeship Levy is being introduced in April 2017. It is considered that doing nothing is not an option as failure to maximise take up of the levy will inhibit the city's ability to achieve the 1,000 apprentices in 1,000 days target.

## **7. FINANCIAL & LEGAL IMPLICATIONS**

### Financial Implications

- 7.1 There are no direct financial implications as a result of this report although it should be noted that there may be potential future contributions required toward the Greater Brighton Apprenticeship Brokerage in respect of establishing and running the Community Interest Company (CIC). Any request for funding contributions from members will be brought back to Greater Brighton Economic Board for approval. It is anticipated that the Greater Brighton Apprenticeship Brokerage will be financially self-funding within 3 years.
- 7.2 The C2C Local enterprise Partnership has already secured government funding to pilot an Enterprise Advisor Network and further funding has been secured for Phase 2 of the Scheme running from September 2016 to August 2017.
- 7.3 The Apprenticeship Levy will be rolled out nationally from April 2017. Contributions of 0.5% of annual PAYE will be collected by HMRC from businesses with an annual turnover of over £3.0m. The only way that businesses can access this levy is via a digital voucher system which can be used for the training of apprentices.

*Finance Officer Consulted: Rob Allen, Principal Accountant BHCC*

*Date: 5/10/16*

### Legal Implications

- 7.4 This report is for noting and there are no direct legal implications arising at this time.

*Lawyer Consulted: Bob Bruce, Deputy Head of Law BHCC*

*Date: 07.10.16*

## **8.0 CONCLUSION**

- 8.1 The Greater Brighton Economic Board is asked to comment and consider ways in which it might support the successful establishment of the Greater Brighton Apprenticeship Brokerage.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Employer Pledge and Report prepared by the Employer Skills Taskforce



## **Employer Skills Task Force**

### **1,000 NEW APPRENTICESHIPS IN 1,000 DAYS**

The number of apprenticeships across the South East is falling; the number of apprenticeships in Brighton & Hove is no exception. Meanwhile businesses cite lack of skilled labour and skills mismatch as factors that hold back their growth. The Employer Skills Task Force sees traineeships, apprenticeships and higher apprenticeships as one solution to these local skills challenges.

The Task Force has made eight recommendations, (detailed in section three of this report), which if implemented will make a material difference to apprenticeship numbers and local employment growth. The Task Force has set the city a target of a minimum of 1,000 new apprenticeships in 1,000 days ; to achieve this they have developed an Employer Pledge asking the wider business community to support the campaign.

#### **1. Context**

Brighton and Hove has a great heritage of innovating and providing rewarding jobs and careers. However the city faces a major challenge with emerging skills gaps and an ongoing mismatch between the skills of our workforce and the skills needed by our local firms.

Local and national research confirms that our workforce and, in particular, our young people need to have both the hard and soft skills that will prepare them for the technical, entrepreneurial and ever changing jobs of the future.

In September following consultation between the Council and the local business community a new Employer Skills Task Force (ESTF) was formed. The ESTF is an independent, time limited body with a remit to consider how the number of apprenticeships can be increased locally; how those who have not worked for some time can be supported back into work; and, how more businesses can be encouraged to engage with schools as a way of helping to build and grow a pipeline of local talent able to enter work and learning with a greater understanding of the local job and career opportunities in different sectors.

The number of new apprenticeship starts in Brighton & Hove has recently hit a five year low yet recruiting apprenticeships can have positive economic benefits to a business. A recent government survey found that businesses reported tangible economic benefits from hiring apprentices with nearly three quarters (72%) of businesses surveyed for the Department for Business, Innovation and Skills (BIS) stating that apprenticeships had improved product and service quality, while 68% said that apprenticeships had improved productivity. Hiring apprentices has also often brought additional benefits, such as improved staff morale, staff retention and organisational reputation.

Apprenticeships need not be solely focused on new entrants to the organisation they are available to all those of working age. They can be used to re-train staff or develop their skills for more senior roles; and, as existing staff move onto other jobs new people can be recruited to entry level roles thereby ensuring that a pipeline of talent is being created.

Whilst it is recognised that the opportunities for apprenticeships are open to all those of working age, the Employer Skills Task Force has focused on young people and the opportunities presented by working with schools, training providers and the wider business community to raise the profile and quality of apprenticeships as a valuable route to sustainable jobs and careers.

There are 60 young people aged 18 to 24 years in the city who have been claiming Jobseekers' Allowance for over a year and while the number of young people Not in Education Employment or Training (NEET) is falling there is a concern that the transitions to and through work and learning is still a challenge for many young people.

Zac Toumazi, Chief Executive of Sussex Cricket Ltd, was appointed as Chair of the Employer Skills Task Force in September. Zac joined Sussex Cricket in January 2013 and has a track record of developing business and delivering excellent customer service. He has extensive experience in the financial services sector having fulfilled senior roles with Citigroup and Goldman Sachs before joining the cricket world.

Zac appointed Gary Peters, Founder & Chief Executive of Lovelocaljobs.com, and Charlotte Blant, CEO at Youthforce, as Deputy Chairs of the Task Force to help develop the Terms of Reference, agree the focus of the meetings and the delivery of the Task Force Report and Employer Pledge.

The Apprenticeship challenge is not confined to Brighton & Hove; there has been a decline in apprenticeship numbers across the South East. In seeking to address the local challenges the Employer Skills Task Force has invited businesses and training providers from across the Greater Brighton City Region (Adur & Worthing, Lewes and Mid-Sussex) to be involved, in recognition that these local economies are inter linked and that joint working will reap benefits for all.

As Chair Zac made clear that the Task Force would be forward-thinking, unrestricted and creative in generating ideas for increasing apprenticeships; supporting people back into work; and, increasing employer school engagement.

***The Terms of Reference for the Employer Skills Task Force are provided in Appendix 2.***

## 2. Key Findings

The City faces a number of skills and employment challenges and some of these key issues were discussed by the Task Force. It was, however, agreed by the Task Force at the outset to focus its efforts on apprenticeships and the key issues regarding barriers to increasing the take-up of apprenticeships are outlined below.

The apprenticeship landscape is unclear and there are too many barriers to creating apprenticeships.

The return on investment and the economic benefits of apprenticeships are not always apparent to Small and Medium Sized Enterprises (SMEs).

There is a need to educate parents and carers on the benefits apprenticeships so they can understand all of the opportunities for their children and make informed choices.

Levels of confusion about what is available in terms of training and engagement with schools and transitions through work and learning could be reduced if there were one single agency to work with in the City.

The reputation and quality of apprenticeships needs to be improved to encourage more high achieving students to take up this option.

Apprenticeships are not well understood by business or by parents; a local brand should be developed that provides positive case studies of apprenticeships and higher apprenticeships and raises the profile of apprenticeships as a route to quality employment

Some of the existing models of business/ school engagement have been successful, e.g. Be the Change, however levels of engagement are not uniform across the city and a more coherent and consistent level of engagement is needed with the City's 70 schools and academies.

The level of bureaucracy associated with apprenticeships acts as a barrier to businesses and there are few opportunities for businesses to share their experiences or discuss shared skill needs with one another. The new Youth & Employability organisation should help to reduce levels of bureaucracy around apprenticeships.

## 3. Recommendations

The Employer Skills Task Force has considered the evidence presented to it alongside the considerable experience and knowledge held within the group. The recommendations set out below are a call to action for all **Greater Brighton City Region** partners with a stake in helping our young people make informed choices about their future jobs and careers and, ensuring that local firms have access to skilled and motivated staff that are able to help their business grow.

Note: The quotes in italics represent the priority areas for improvement identified by ESTF members

*'The apprenticeship landscape which needs to be clearer and easier to navigate'*

- R1.** To establish a Youth & Employability Organisation with the following broad remit:
- Work with schools to promote understanding of traineeships and apprenticeships and help generate a pipeline of new talent for local businesses;
  - Work with businesses to deepen understanding of the skill needs within different sectors and, as part of this, businesses to collaborate regarding their mutual skills needs e.g. sector clusters;
  - Work with training providers (including private sector providers) to help create a better match between training provision and the skill needs of local businesses and develop a Kitemark to quality assure local provision for businesses;
  - Provide a brokerage service to help large employers and small and medium sized enterprises (including micro businesses) to find trainees, apprentices, and higher apprentices;
  - Track the number of apprenticeships starts and completions and provide evidence in the form of metrics that will detail take up by a range of indicators e.g. age, gender, ethnicity, disability and geography.
- R2.** Local businesses should be encouraged to sign the Greater Brighton Pledge to work with the Youth & Employability Organisation and use it as the main source for trainees and apprenticeships.
- ‘Engagement between schools and businesses that is longer – e.g. year-long and less random’***
- R3.** Every school in Brighton & Hove should be allocated at least one key business partner in the city and form a relationship lasting at least two-years with the aim of increasing pupils understanding on the work and career opportunities in different sectors locally and across the Greater Brighton City Region and as a means of raising aspiration.
- ‘Get more businesses going into schools to sell their companies and find their apprentices’***
- R4.** A campaign in local schools similar to the ‘London Ambition’ and schools pledge to organise at least 100 hours of contact time between pupils and local businesses.
- ‘Engage with parents and businesses to help them steer their children and understand what we can offer’***
- R5.** Develop and maintain an apprenticeship brand for the Greater Brighton City Region to help simplify the training and apprenticeship offer and reduce confusion for businesses, young people, schools and parents.
- ‘Engage young people the earlier the better (before GGSE)’.***
- R6.** Encourage each school to have a school governor for enterprise to champion entrepreneurship within the curriculum, support initiatives that raise awareness of the world of work and promote employability.
- ‘Local Businesses should be encouraged to sign up to an Employer Pledge to offer apprenticeship opportunities for local people’***



- R7.** Large businesses (over 250 employees) in the Greater Brighton City Region, including Brighton & Hove City Council, should lead by example by identifying entry level through to higher level jobs that will be appropriate for traineeships and/ or apprenticeships.
- R8.** The Council and local businesses should lobby for a proportion of the proposed Apprenticeship Levy on large employers to be used to help fund the creation of the new Youth and Employability organisation.

The Recommendations of the Employer Skills Task Force will require the support across the Greater Brighton City Region and engagement of local businesses, the Local Authority, local training providers and the co-operation of schools if it is to succeed. The Employer Skills Task Force therefore calls upon all of these partners to support the recommendations in this report; sign the Greater Brighton Pledge and be part of the solution that will see 1,000 new apprenticeship places created in 1,000 days.

The new Youth & Employability organisation will track progress of delivery. Tracking completions of apprenticeship is vital – there is one third less completions in Brighton & Hove compared with in Croydon.

# Appendix 1

## Methodology

Cllr Morgan, Leader of the Council, and Zac Toumazi, Chair Employer Skills Task Force, wrote to a representative sample of key businesses and providers in the city and surrounding areas inviting them to join the Task Force. Over 30 leading businesses, sixth form schools and colleges in and around Brighton & Hove joined the Task Force and took up the opportunity to help give the city's young people and marginalised residents greater opportunities and better jobs.

The Task Force met five times between September 2015 to January 2016 and each meeting was focused on a theme, as shown below.

The themed meetings were supported by speakers from a wide range of different organisations who provided examples of existing practice which gave the group the context to develop the Employer Pledge.

### Meeting One – Setting the Scene

This meeting gave the members a chance to hear about the current skills sector and an employer's perspective on apprenticeship and engagement with schools.

Kirsten Trussell, Skills Development Manager at Coast to Capital, spoke about the drop in apprenticeship numbers in the city over the last five years to 990 (2014/15 in year data) and the challenge of ensuring young people study what businesses need to reduce the local skills gap.

Charlotte Blant, Director at Youthforce and Deputy Chair of the Task Force, gave an employer's perspective and that budget constraints and bureaucracy are often cited by small firms as barriers to taking on an apprentice.

Gary Peters, CEO at Lovelocaljobs.com and Deputy Chair of the Task Force, gave an overview of employers engagement with schools and that there are a wide range of ways that employers can engage with school such as attending assemblies, school visits, workshops etc. He emphasized the need for this Task Force to be action focused and make a real difference to the lives of young people.

The scale of the challenge for employment and skills in the city was outlined, which included:

- The number of apprenticeships has fallen below 1,000, lower than all statistical neighbours. The number of new apprenticeships in Brighton & Hove recently hit a five year low. In 2013/14 the city created just under 1,700 opportunities; compared with similar cities such as Sunderland created 3,500 and Coventry created 2,940; and
- Fewer young people Not in Education Employment or Training (NEET) but those that remain are hard to reach and there are concerns that the transitions to and through work and learning is still a challenge for many young people.

Task Force agreed its remit which broadly includes:

- An employer led approach that is apolitical;
- To harness the talent in group and achieve tangible outcomes;
- Focus on young people and inspire them to reach their potential;
- Consider how the number of apprenticeships can be increased locally;
- Consider how those who have not worked for some time can be supported back into work;
- Its work is time limited and the Task Force will feedback by March to handover to others to deliver;

The Task Force agreed to consider the viability of creating an Apprenticeship Training Company / Service with the intention of making it easier for small businesses to take on an apprentice. The Task Force agreed to extend the service beyond the city boundaries to include the Greater Brighton City Region to achieve the necessary scale to potentially make it viable. The city region encompasses Brighton & Hove, Lewes, Mid Sussex, Adur and Worthing and represents over 680,000 residents.

### **Meeting 2 - Raising Aspirations**

This meeting looked at approaches to raising the aspirations of young people and improving models of delivery so that young people reach their potential and secure the jobs being created locally and regionally.

The Task Force heard about the 'Be the Change' initiative, organised by Gary Peters at Lovelocaljobs.com. The programme started in April 2015 and consists of inspiration youth career events. Its aim is to understand and help address the young people's lack of engagement in order to move forward and help inspire them and provide them with employability skills. The first programme was targeted at year 10's in Brighton & Hove Schools at risk of being Not in Employment Education or Training (NEET); those facing exclusion or those that were disaffected. A new programme will target year 9's and run over twelve months and aim to build stronger and more sustainable links between businesses, school and colleges; help young people think about their future and deal with barriers.

An ex-apprentice spoke about the pro's and con's of their apprenticeship experience after completing a Business Administration apprenticeship at a Brighton Law Firm. The pro's included securing two year's work experience and a recognised qualification with a range of transferable skills. However, the con's included a low starting wage, a lack of time to complete the study work and the need for training providers to support young people making their next steps once the course is completed.

Dylan Davies, Principal at Brighton Aldridge Community Academy (BACA) and Phil Harland, Principal at Varndean Sixth Form College, gave an overview of the business engagement programmes at their schools. There offer a wide range of successful programmes which include Varndean's 'Access to Business' which incorporates experience into the curriculum (100 hours of learning) and BACA works with Prince's Trust to provide young entrepreneurs with business mentors.

### **Meeting 3 - Apprenticeship Delivery Model**

The first part of this meeting involved a group exercise where members looked at how businesses can get more involved in schools and help raise young people's aspirations. The members identified the highest scoring priorities, outlined below, which helped focus the development of the Employer Pledge. Members also pledged their organisational commitment to helping raise aspirations (see Appendix 3).

- Priority 1: How can businesses raise aspirations of young people: engage with parents and businesses to help them steer their children and understand what we can offer;

- Priority 2: How can we get more businesses engaging with schools: encourage more businesses to go into schools to sell their companies and find apprentices;
- Priority 3: What help will businesses need to engage with schools effectively: engagement between schools and business that is longer;
- Priority 4: What stops you from engaging with schools: apprenticeship landscape is unclear; and
- Priority 5: What would make it easier to employ young people: engage young people earlier.

This meeting also focused on identifying what business want from an apprenticeship service model and discussed different models of apprenticeship training companies and agencies.

Jeremy Hempstead, CEO and Chair London Apprenticeship Company, outlined a model of apprenticeship services. Apprenticeship Training Agencies (ATAs) are a one-stop employability centre for apprenticeships and do everything except the recruitment interview. It is a service to businesses providing specialist skills to help them get apprentices and the fees are equivalent to recruitment agency commissions (c. 20%). Many ATAs are owned by FE colleges however the majority of ATAs are not financially sustainable.

Nick Juba, CEO Brighton & Hove City College and Sue Dare, Principal and CEO Northbrook College spoke about apprenticeship delivery from their perspective. The colleges identified barriers and solutions to apprenticeship delivery, as follows:

- Difficult to find and engage employers to take on apprentices;
- Apprenticeships not marketed to young people in the right way;
- Lack of large local employers taking on apprentices;
- Model must be cost neutral, clear, joined-up, collaborative and one-stop shop for businesses and schools; clear sign-posting for businesses and young people;
- Need to articulate the return on investment and the economic benefits of apprenticeships to SMEs; and
- Colleges would welcome more work with local businesses to design courses to ensure training products are aligned to local skills need.

#### **Meeting 4 - Developing an Employer Pledge**

Members discussed the highest scoring priorities from the previous meeting and developed recommendations for action, as outlined above in Section 3.

It was agreed that the aim is to reach the target of a minimum of 1,000 new apprenticeships in 1,000 days however this requires the 'buy in' of the wider business community. This meeting therefore also looked at how to encourage the wider business community to engage through the development of an Employer Pledge including the need for the pledge to offer a wide spectrum of offers from the business community.

Richard Freeman, Consultant at Always Possible, spoke about the barriers business face recruiting for coding/programming jobs because there are a high number of unfilled vacancies. Businesses say the apprenticeship landscape is unclear and some developed their own training programme to deliver the specific skills needed for these jobs. He highlighted the need for providers to engage and collaborate with SME's and micro businesses in the development of training products to meet their needs and reduce skills gaps.

## **Meeting 5 - Employer Pledge**

The meeting focused on the sign-off and delivery of the final pledge including agreement to the commitments pledged by the members (Appendix 3).

The Task Force provided feedback on the draft report and draft Pledge.

Zac Toumazi and Cllr Bewick thanked the members for their contributions and help to develop eight tangible recommendations.

The Task Force agreed that the Pledge is for all ages but the Task Force has a particular focus on young people. It was agreed to get professional help with branding the initiative for 1,000 new apprenticeships in 1,000 days for the launch event and work thereafter.

The Task Force recognised that the work was not solely about apprenticeships but it also seeks to address pathway and transitions to and through school, routes to work and tackling low aspirations.

Cllr Bewick confirmed that the new Youth & Employability organisation will track progress on delivering apprenticeships.

The group will report to the Leader of the Council and the city's three Members of Parliament in March 2016. The Task Force is a key element in the development of the new City Employment & Skills Plan (2016-2020).

## Appendix 2

### Terms of Reference for the Employer Skills Task Force

#### September 2015

It is proposed that a key feature of the development of the new City Employment & Skills Plan is to establish an Employer Skills Task Force.

The Task Force will provide the vital business leadership to develop and deliver the new Plan.

The Task Force will lead the development of an Employers Pledge for employment and skills, putting local employers in the driving seat to achieve greater impact across employment and skills budgets in the city.

Terms of Reference for the Employer Skills Task Force include:

- To review current efforts to provide employment and skills opportunities to local residents, with a particular focus upon young people, the Black and Minority Ethnic (BME) communities and those facing disadvantage in the labour market;
- To review best practice nationally and internationally in terms of employment and skills strategies and boost the number of youth apprenticeships;
- To encourage solid pledges from the city's employers to deliver more apprenticeship places on a sustainable basis;
- To explore the feasibility of establishing new and existing models of delivery such as an Apprenticeship Training Company;
- To establish better links with the various regeneration and infrastructure projects commencing across the city and, where appropriate, the Greater Brighton City Region to maximise employment and training opportunities for local people;
- To recommend new models of delivery across the city that secure greater engagement of small and micro-employers in apprenticeships;
- To consider ways to improve employer engagement with local schools to improve provision of information, advice and guidance (IAG);
- To inform and feed into the forthcoming review of Further Education and the work that is being undertaken in the devolution of skills in the Greater Brighton City Region; and
- To report to the Leaders of the Council and the city's three Members of Parliament within 6 months of the first meeting.

### **Operating principles:**

1. Chair: Meetings will be chaired by Zac Toumazi, CEO of Sussex Cricket.
2. Membership: The Task force is employer led, with other intermediaries having observer status.
3. At least 10-12 Employers (covering large employers and SMEs), plus Chair.
4. The Coast to Capital Local Enterprise Partnership will have one seat (taken from a private sector member of the LEP Board).
5. Members can nominate one deputy to attend in their absence.
6. The Employer Skills Task Force will aim to meet five or six times over a 6 month period.
7. Meetings will be held in various venues across the membership.
8. The task force will be supported by a multi-disciplinary team of officers:
  - BHCC Head of City Regeneration
  - BHCC Head of HR
  - BHCC Economic Development Programme Manager
  - BHCC Economic Development Project Officer (Skills)
  - C2C LEP Skills Development Manager
9. The Task Force will report after 6 months to the Leader of the Council and the city's three Members of Parliament.

## Appendix 3

### Employer Skills Task Force Pledges

November 2015

#### Summary of Commitments from Task Force members:

##### What is your commitment to help raise aspirations and when will you do it?

- 100% commitment, we are already doing it, but want to do it more, communicate about it more and share good practice, and learn from others what works well
- To support a region wide bid for funding to build on careers and enterprise projects that have a proven track record
- Provide apprenticeship opportunities for people to manage 'Beach'
- Work with BHCC & LEP to upgrade 'Beach'
- Rollout 'Be The Change'
- We are doing it, spreading what we do well in Shoreham to our other sites in the UK is a key priority for us
- AWBP sponsors the Shoreham Big Bang
- Help place more 16-20 year olds into great jobs
- Lead Hub of employer knowledge for schools, parents, and kids to draw on re careers in financial services. Tell the story and make it attractive
- From now, provide career pathway with employer input for shortage areas in the City Region based on what has been successful to date
- Provide a single point of contact for employers to engage with apprenticeships
- More Focussed full day events led by students with business input
- Engage with Youth Employment UK to build a campaign for the region to support businesses to break down barriers to employing young people
- Hotel career opportunities, graduate development, programme presentation to Brighton & Hove schools
- School Vision is driven by aspiration 'believe you can', 'now'
- Better translate the relationship between schools and businesses. Then speak to pupils through people they follow/look up to/aspire to



- Further investigate higher level apprenticeships
- Include skills development, confidence building into next two projects for young people
- Publish a commitment to apprenticeships
- Appoint a champion
- Role modelling
- Time and expertise in providing simple navigation & advice. Find and prepare the right young people
- BHCC is committed to increasing the number of apprenticeships & traineeships. We have an apprenticeship co-coordinator
- Support communication to investors in creative economy
- To run Enterprise Advisor Pilot to engage 20 businesses with 20 schools to support strategic development of career & entrepreneurial strategies



# The Employer Pledge



Creating a minimum of 1,000 new apprenticeships in 1,000 days



By pledging to invest in local people you can nurture talent and grow your business.

## Grow your business with tailor-made apprenticeships

Have you ever thought about how an apprentice can help your business?

Apprentices give you the chance to nurture your own talent, reduce training costs, and develop a workforce with the specialist skills you need.

We're aiming to give at least 1,000 young people a helping hand into a worthwhile career in the city and we need local businesses to work with us.

The independent Employer Skills Task Force was set up in September 2015 to tackle this challenge. Formed from over 30 leading businesses and education providers in and around Brighton & Hove, we see apprenticeships and traineeships as the solution.

This is your chance to help grow the talent in the Greater Brighton region while creating a tailor-made workforce with the right skills for your business.

The task force will help you set up apprenticeships, and guide you through the process while growing your business.

Help us create a minimum of 1,000 new apprenticeships in 1,000 days.

## Make the pledge

We're asking you to sign up and pledge your support to help local young people prepare for and enter the world of work.

This pledge will help local businesses strengthen your workforce and create jobs and training opportunities which you could benefit from.

Make the pledge, and commit to offer one or more of the following:

- Offer a traineeship, apprenticeship or higher apprenticeship
- Offer a workplace visit to your business
- Offer a work placement to a young person
- Offer help with student projects or enterprise activities in schools and colleges
- Offer to speak to pupils about careers and recruitment
- Become a school governor
- Mentor a budding entrepreneur
- Provide employment advice about your industry



# Create careers in your business

By offering traineeships and apprenticeships, you can create flourishing careers suited to your business.

Rachel Maddison completed a Level 3 Business and Administration apprenticeship while at Brighton & Hove City Council, after which she managed to get a permanent position as a procurement advisor.

She will soon be starting her second apprenticeship with the council in Procurement and Supply Management.



## Nurture your own talent and support Greater Brighton

Apprenticeships can offer you the opportunity to develop people with the skills you need as well as bringing benefits such as improved staff morale, staff retention, and improving your productivity and reputation with customers.

Productivity in the Greater Brighton region is lower than the rest of the South East. Businesses tell us that there is a lack of skilled workers holding back their growth. At the same time, the number of new apprenticeships recently hit a five year low.

By offering opportunities for young people, not only will you help the region reach the goal of a minimum of 1,000 apprentices in 1,000 days, but you could also give a boost to your business. A recent government survey found that three quarters of businesses surveyed said that apprentices had improved product and service quality.



“I’m happy and in a job I love. It still astounds me to think two years ago I was unemployed and lacking any kind of confidence or direction.”

Rachel Maddison



# Apprenticeships in practice

Alison Hill, Director at Burnands Brazier Malcolm Wilson Solicitors, saw the potential for her businesses when she took on Abbie Kimber, 19, as an apprentice.

“As the leading general practice in the Worthing area, with a strong business ethos and links to the community, it was important to us to recruit a local candidate and invest in young talent. When we were approached by Northbrook College about their apprenticeship scheme we were keen to learn more and get involved. And we certainly haven’t been disappointed - not a week goes by without a client saying how friendly and helpful Abbie is.”

Abbie works as the company’s receptionist and successfully studied for her Level 2 Business & Administration framework during her first 12 months.

To read the full list of eight recommendations from the Employer Skills Task Force, or to find out more about the Employer Pledge and our ambition to create a minimum of 1,000 apprenticeships in 1,000 days head online and visit [brighton-hove.gov.uk/1000-apprenticeships](http://brighton-hove.gov.uk/1000-apprenticeships)



“I’m thrilled to be moving onto the next level. The whole team has been very positive and supportive throughout my apprenticeship.”

Abbie Kimber



Find out more about taking on an apprentice.  
Web: [brighton-hove.gov.uk/apprenticeships](http://brighton-hove.gov.uk/apprenticeships)  
Email: [Apprenticeships@brighton-hove.gov.uk](mailto:Apprenticeships@brighton-hove.gov.uk)  
Telephone: 01273 296837



5803 Brighton & Hove City Council Communications Team







<b>Subject:</b>	<b>Update on One Public Estate Programme Application and Greater Brighton Strategic Property Board Proposals</b>		
<b>Date of Meeting:</b>	<b>18 October 2016</b>		
<b>Report of:</b>	<b>Chair, Greater Brighton Officer Programme Board</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nick Hibberd</b>	<b>Tel: 01273 293756</b>
	<b>Email:</b>	<a href="mailto:nick.hibberd@brighton-hove.gov.uk">nick.hibberd@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

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

- 1.1 On 19 July 2016, the Greater Brighton Economic Board ('the Board') approved the development of a detailed Service and Assets Delivery Plan for the City Region, for submission to the National One Public Estate Programme ('the National Programme') by 29 July 2016.
- 1.2 Submission of the Services and Assets Delivery Plan entered the City Region into the second, and final, stage of the application process to the National Programme.
- 1.3 This report seeks to provide the Board with:
  1. An update on progress in relation to the City Region's application to the National Programme;
  2. A summary of the City Region's Services and Assets Delivery Plan, and;
  3. An overview of the proposed governance and delivery arrangements for the Greater Brighton OPE Programme ('the Programme').

**2. RECOMMENDATIONS:**

- 2.1 That the Board note both the progress made in developing the City Region's Services and Assets Delivery Plan and its contents.
- 2.2 That the Board approve the proposed governance and delivery arrangements for the Programme, encompassing the establishment of the Greater Brighton Strategic Property Board to provide direction, oversight and accountability and the Greater Brighton Public Sector Property Group, to deliver at an operational level.
- 2.3 That the Board approve the Terms of Reference for the Greater Brighton Strategic Property Board, attached as Appendix 1.
- 2.4 That the Board appoints Peter Davies of the Shoreham Port Authority, also a Coastal West Sussex Board member, as the independent business representative on the Greater Brighton Strategic Property Board.

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

- 3.1 The National Programme is a pioneering initiative funded by the Cabinet Office Government Property Unit (GPU) and delivered in partnership with the Local Government Association (LGA). The programme is designed to facilitate and enable local authorities to work successfully with Government and local agencies on public property and land issues through sharing and collaboration. It has four main objectives, to:
1. Create economic growth (new homes, employment floorspace and jobs);
  2. Enable more integrated customer-focused services;
  3. Generate capital receipts, and;
  4. Reduce running costs.
- 3.2 Councils that are successful in gaining membership to the OPE programme will receive wide-ranging support to develop and deliver property initiatives with Government and public sector partners that meet these objectives. This includes funding of up to £500,000 (per funding round) to help build effective partnerships, fund project management expertise, unlock more complex or ambitious projects and optimise outputs where large Government sites are released.
- 3.3 In April 2016, the National Programme issued an Invitation to Apply. In response, the City Region submitted an Expression of Interest on 06 May 2016.
- 3.4 On 14 June 2016, the City Region received confirmation that its Expression of Interest was successful and that the City Region had progressed to the second – and final – stage of the application process.
- 3.5 On 19 July 2016, the Board gave retrospective approval to the Expression of Interest and agreed to the development of a detailed Service and Assets Delivery Plan for the City Region, for submission to the National Programme in line with the 29 July 2016 deadline.
- 3.6 Due to the challenging timetable, the Board approved the appointment of a consultant team to develop the Services and Assets Delivery Plan, in consultation with officers from the Board's constituent organisations and wider partners and stakeholders. It was agreed that £25,000 of the £50,000 capacity funding allocated to the City Region by the National Programme be used to fund this work. The appointment of Marshall Regen Ltd was subsequently confirmed.
- 3.7 Following extensive engagement and consultation, the Services and Assets Delivery Plan was developed and submitted to the National Programme on 29 July 2016. The Services and Assets Delivery Plan is attached as Appendix 2. Due to the commercially sensitive nature of the information contained within the Services and Assets Delivery Plan, it is not for publication.
- 3.8 The Services and Assets Delivery Plan was presented to the Greater Brighton Housing & Growth Sites Working Group for review on 21 July 2016 and it was issued to the Board for comment on 28 July 2016. A full list of the organisations consulted and/or engaged with as part of the development of the Services and Assets Delivery Plan is contained in Section 4 of this report.

- 3.9 At the time of writing, the outcome of the City Region's submission is unknown. The National Programme was expected to announce its decision on final applications on 23 September 2016 but, due to the volume of applications received, this has been delayed. Early feedback received from the National Programme has been very positive.
- 3.10 The Services and Assets Delivery Plan seeks £730,000 in funding over two years. Although this exceeds the values outlined in the Invitation to Apply, the bid was submitted in the belief that this level of funding support could make a significant difference to the delivery of the Programme ambitions and priorities, thereby creating more jobs, more homes, additional employment floor space and faster estate rationalisation and efficiency.
- 3.11 The Services and Assets Delivery Plan proposes that the funding be allocated to support the development of 9 priority projects, located across the City Region:
1. Worthing Civic Centre: development of a new Integrated Multi-Disciplinary Primary & Community Care Team hub, creating opportunities for new housing on the released sites.
  2. Hove Station Area Redevelopment: a mixed use redevelopment, delivering new homes and employment floorspace.
  3. Moulsecoomb Neighbourhood Hub, Brighton: the consolidation of siloed services into a new community hub, releasing some sites for affordable housing and student accommodation.
  4. Dyke Road Barracks, Brighton: potential redevelopment of the site to deliver a smaller territorial army barracks alongside mixed use development
  5. Preston Barracks, Brighton: development of a primary and community healthcare hub, allowing for the release and disposal of existing assets.
  6. Brighton General Hospital: redevelopment of the site to include a new health and care campus, new housing and a range of community uses.
  7. Madeira Terrace, Brighton: reconstruction of the Terrace, including the introduction of innovative commercial and leisure uses.
  8. Preston Circus Fire Station: optimising the layout to meet its operational uses and identifying alternative uses for the remaining areas.
  9. Springman House, Lewes: bringing together the key blue-light services into a single location, thereby unlocking the regeneration of the North Street Quarter to deliver new homes, employment floorspace, subsidised workspace for the creative industries, a new healthcare centre, an underground car park, completion of the flood defences for Lewes and a range of public realm improvements.
- 3.12 It is estimated that the total capital investment for the Programme for the period 2016-2021 would be £795m.
- 3.13 These projects could collectively deliver approximately 2,815 new homes, 24,830sqm employment floorspace and 2,047 new jobs. They would generate an estimated £227m of inward investment to the City Region and add a total gross value to the economy of £90.9m.
- 3.14 If successful, the funding will be used to provide robust evidence to support asset management decisions, in the form of detailed locality reviews and feasibility,

- viability and master planning studies. It will also support the development of joint property ventures and fund dedicated project management resource to support the delivery of the Programme.
- 3.15 One on the National Programme, the City Region will be eligible to bid for further funding (responding to funding rounds as these open) to deliver additional benefits through its Programme.
- 3.16 On 22 August 2016, the National Programme asked the City Region to show how funding would be prioritised. As a result, a revised proposal seeking funding of £597,000 was submitted on 23 August 2016. This withdrew the Hove Station Area Redevelopment project for a future funding round and reduced the budget allocations for each of the remaining 8 projects by 10%. If successful, the project leads and partner organisations will be asked to find these savings from internal resources or alternative sources of funding.
- 3.17 The Services and Assets Delivery Plan commits the Programme members to:
1. Record all land and property assets owned by the Programme's local authorities (except social housing stock) and public sector partners on the ePIMS Lite system by 31 December 2016;
  2. Complete GIS mapping of all public sector land and assets by 31 December 2016 (£15,000 capacity funding allocated);
  3. Provide and publish information on the estimated value of all local authority owned land by 31 December 2016;
  4. Establish the Greater Brighton Strategic Property Board to provide direction, oversight and accountability to the Programme, with an inaugural meeting in October 2016 and a further meeting in 2016/17 (£5,000 capacity funding allocated to the facilitation of these meetings, the second of which will focus on health and social care integration);
  5. Develop a robust plan for the identification of surplus assets and land, in the form of a project brief for presentation to the new Greater Brighton Strategic Property Board at its inaugural meeting, and;
  6. Develop a brief for a Marketing and Communications Strategy, to help promote and deliver the Programme, for presentation to the new Greater Brighton Strategic Property Board at its inaugural meeting (£5,000 capacity funding allocated).
- 3.18 The proposed Terms of Reference for the new Greater Brighton Strategic Property Board are attached as Appendix 1.
- 3.19 The Greater Brighton Strategic Property Board will bring together senior officer representatives from local, regional and national public sector partners to take a strategic approach to the City Region's combined public estate, to maximise its efficiency and effectiveness. Due to commercial sensitivities, all meetings of the Greater Brighton Strategic Property Board will be held in private.
- 3.20 It is not intended that organisations delegate ownership decisions on their existing assets to the Greater Brighton Strategic Property Board, rather it will be established as a local strategic assets forum. Formal decision making on specific property assets and transactions affecting them will remain with the party who owns the land interest in question.

- 3.21 To ensure the effective operation of the Greater Brighton Strategic Property Board, it will comprise a maximum of seventeen senior officer representatives from the Programme, plus one independent business representative appointed by the Board, one advisor from the National Programme and one advisor from the GPU. Officer representatives have been drawn from those organisations most impacted by the Services and Asset Delivery Plan work-plan. The scale of asset ownership has also had influence. On 19 July 2016, the Board nominated Brighton & Hove City Council (BHCC) to act as the accountable body for the Programme and the partnership and it is therefore proposed that the Greater Brighton Strategic Property Board be chaired by the Chief Executive BHCC.
- 3.22 The Greater Brighton Strategic Property Board will report to the Board bi-annually or more frequently if required (including the escalation of any risks to successful delivery). This will include the submission of an annual report at the close of each financial year. The Board will act as arbiter in situations where there are competing demands.
- 3.23 It is proposed that the existing Brighton & Hove Public Sector Property Group be expanded to become the Greater Brighton Public Sector Property Group, responsible for the delivery of the Programme at operational level. The Greater Brighton Strategic Property Board will direct and monitor the work-plan of the Greater Brighton Public Sector Property Group.

#### **4. COMMUNITY ENGAGEMENT & CONSULTATION:**

- 4.1 The following were engaged and/or consulted as part of the development of the Services and Assets Delivery Plan:
- Adur & Worthing Councils
  - Brighton & Hove
  - Brighton & Hove City Management Board
  - Brighton & Hove Clinical Commissioning Group
  - Brighton & Sussex University Hospitals
  - City College Brighton & Hove
  - Coast to Capital Local Enterprise Partnership
  - Department for Work & Pensions
  - East Sussex Fire & Rescue Service
  - Highways England
  - Homes & Communities Agency
  - Lewes District Council
  - Mid Sussex District Council
  - Ministry of Defence
  - Network Rail
  - NHS (Southern Regional Lead for NHS)
  - Northbrook College
  - Plumpton College
  - South East Coast Ambulance Service (SECAMBS)
  - SPACES (Strategic Property and Collaboration in East Sussex)
  - Sussex Community NHS Trust
  - Sussex Downs College

- Sussex Police
- University of Brighton
- University of Sussex
- West Sussex County Council
- West Sussex Fire & Rescue Service
- Worthing College

## 5. CONCLUSION:

- 5.1 The City Region's devolution bid commits to accelerating and surpassing planned supply; delivering 22,500 homes of mixed types and tenures and 455,000sqm employment floorspace over the next 10 years. The Programme and the establishment of the Greater Brighton Strategic Property Board will support the City Region to deliver these ambitions, as well as unlocking further benefits in relation to public service transformation and improvement and reductions in revenue costs across the combined public estate.

## 6. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 6.1 Membership to the One Public Estate programme will enable access to National Programme funding for partnerships to develop and deliver property initiatives. The Service & Asset Delivery Plan was submitted by the City Region to the National programme with a revised funding bid of £597,000 to deliver priority programmes as detailed in paragraph 3.11 above and as amended subsequently in paragraph 3.16. Any shortfall in funding between the National Programme funding and cost of the delivery of the priority programmes will need to be met from alternative resources to be identified by the project lead and partner organisations.
- 6.2 If successful, the funding will be used to support asset management decisions, in the form of detailed locality reviews and feasibility, viability and master planning studies. It will also support the development of joint property ventures and fund dedicated project management resource to support the delivery of the Programme. It is estimated that the total capital investment for the Programme would be circa £795m by 2021 and generate an estimated £227m of inward investment to the City Region as well as adding up to £90.9m value to the economy.
- 6.3 A total of £50,000 was awarded to assist the City Region with the delivery of the Services and Assets Delivery Plan. £25,000 of that has been used to appoint consultants to deliver the Greater Brighton Property Board and the Services and Assets Delivery Plan. The remaining £25,000 is to be allocated toward GIS mapping of public sector land and assets (£15,000), facilitation of Greater Brighton Strategic property Board meetings (£5,000) and developing and Marketing and Communications Strategy brief (£5,000). This is detailed in paragraph 3.17 above.

*Finance Officer Consulted: Rob Allen, BHCC*

*Date: 27/09/16*

Legal Implications:

- 6.4 Meetings of the Board will be confidential meetings of informed officers, which will generally consider property matters, which, subject to the timing of meetings, will be referred to it by the Property Group or directly by constituent members.

*Lawyer Consulted: Bob Bruce, Deputy Head of Law BHCC*

*Date:20/09/16*

Equalities Implications:

- 6.5 None

Sustainability Implications:

- 6.6 The Greater Brighton Strategic Property Board will enable the City Region to take a strategic approach to asset management; ensuring that partners get the most from their collective assets, creating opportunities to reduce running costs, generate capital receipts, create more integrated and customer-focused services and unlocking surplus sites for new homes, employment floorspace and jobs. In so doing, the Programme will create more sustainable services, councils and economies.

Any Other Significant Implications:

- 6.7 None

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Terms of Reference for the Greater Brighton Strategic Property Board
2. Greater Brighton Services and Assets Delivery Plan (Circulated to Board Members only)

**Documents in Members' Rooms**

None

**Background Documents**

None





# Terms of Reference

## Greater Brighton Strategic Property Board

### 1. Purpose

- 1.1 The Greater Brighton Strategic Property Board (“the Board”) brings together senior officer representatives from local, regional and national public sector partners to take a strategic approach to the City Region’s combined public estate, to maximise its efficiency and effectiveness. The City Region encompasses the administrative boundaries of Adur District Council, Brighton & Hove City Council, Lewes District Council, Mid Sussex District Council and Worthing Borough Council.
- 1.2 This work is branded the Greater Brighton One Public Estate Programme (“the Programme”) and is part of the National One Public Estate Programme (“the National Programme”).
- 1.3 The Board is a consultative group that enables early engagement on planned disposals, to secure the best future use of public sector assets. This will include identifying opportunities to meet the following objectives:
- Creating economic growth (new homes, employment space and jobs), in line with local priorities;
  - Transforming public services, by developing more integrated, customer-focused services;
  - Reducing running costs, and;
  - Generating capital receipts.
- 1.4 The Board will support the value enhancement and promotion of Government-owned assets in the City Region, taking a central role in shaping the policy and decisions for the disposal and reinvestment of these assets to maximise impact on economic and housing growth. The organisations represented on the Board will have a ‘right of first refusal’ on the purchase of Government assets (at market rate) that have been earmarked for disposal. Any Government sites that are identified to be surplus and that subsequently transfer to the Homes & Communities Agency will include a housing target.

### 2. Functions

- 2.1 The Board will:
- 2.1.1 Oversee and monitor implementation of the Greater Brighton Services and Asset Delivery Plan, as submitted to the National Programme in July 2016;

- 2.1.2 Develop, oversee and manage a 'live' pipeline of publically owned assets and assist with the development and publication of a robust Land Register of public sector assets and surplus sites, bringing together existing data and sourcing new data from public bodies across the City Region to ensure early visibility of proposed disposal routes amongst all partners;
- 2.1.3 Support the integration of Government departmental estate disposal programmes into the planned estate programme for the City Region;
- 2.1.4 Ensure effective communications with, and the active engagement of, all organisations in the Programme;
- 2.1.5 Undertake analysis and assessment of assets in the pipeline (taking into account existing analysis, intelligence and plans (including Local Plans)) to identify opportunities and barriers and, based on the finding, make recommendations to the asset owners in line with local priorities;
- 2.1.6 Develop and aid submission of future funding applications to the National Programme and other similar schemes, as and when calls open;
- 2.1.7 Make recommendations regarding the development of new public estate delivery models, such as city investment funds and joint property vehicles;
- 2.1.8 Develop productive relationships with a range of prospective investors and developers to enable the swift disposal and development of surplus property;
- 2.1.9 Propose performance targets, for example in relation to reductions in the overall operating costs and the carbon footprint of the City Region's combined public estate, and monitor progress towards achievement of these;
- 2.1.10 Direct and monitor the work-plan of the Greater Brighton Public Sector Property Group ("GBPSPB"), responsible for delivering the plans and strategies of the Board, and propose any additional resource requirements. The Terms of Reference for the GBPSPB are attached as Appendix One;
- 2.1.11 Raise awareness of, and act as ambassadors for, the work of Board and ensure that the identified priorities of the Board are reflected in the property related strategies and policies of the organisations represented on the Board;
- 2.1.12 Share good practice across the organisations represented on the Board and with the National Programme, and;
- 2.1.13 Report to the Greater Brighton Economic Board ("GBEB") bi-annually or more frequently if required, [including the escalation of any risks to successful delivery].

2.2 The Board will be supported by a Programme Manager, provided by the Accountable Body or otherwise as agreed.

### 3. Membership

3.1 The member organisations of the Programme are listed, by sector, as Appendix Two.

3.2 To ensure the effective operation of the Board, it will comprise a maximum of seventeen senior officer representatives from the Programme, plus one independent business representative appointed by GBEB, one advisor from the National Programme and one advisor from the Government Property Unit, as follows:

Sector	Representative	Organisation/Department
Local Authority	Geoff Raw	Brighton & Hove City Council
	Alex Bailey	Adur & Worthing Councils
	Robert Cottrill	Lewes District Council
	Kathryn Hall	Mid Sussex District Council
Health	Neil Cook	Coastal West Sussex Clinical Commissioning Group
	John Child	Brighton & Hove Clinical Commissioning Group
	Gillian Fairfield	Brighton & Sussex University Hospitals NHS Trust
Emergency Services	Mark Streater	Sussex Police
	Nigel Cusack	East Sussex Fire & Rescue Service
Education	Nick Juba	City College Brighton & Hove
	Debra Humphris	University of Brighton
Brighton & Hove Strategic Housing Partnership	Martin Reid	Brighton & Hove City Council
Greater Brighton Public Sector Property Group	Angela Dymott	Brighton & Hove City Council
Local Enterprise Partnership	Jonathan Sharrock	Coast to Capital
Business	Peter Davies	Shoreham Port Authority
Government Departments	Ken Glendinning	Homes & Communities Agency
	Ron Francis	Department for Work & Pension
National One Public Estate Programme	TBC	One Public Estate Programme
	TBC	Government Property Unit

- 3.3 Officer representatives have been drawn from those organisations most impacted by the Greater Brighton Services and Asset Delivery Plan work-plan. The scale of asset ownership has also had influence.
- 3.4 The Board will review officer representation on an annual basis, to ensure that it continues to reflect the priority areas of the Board and GBEB.
- 3.5 Subject to the agenda and projects under discussion, representatives from the wider member organisations of the Programme may be invited to attend Board meetings. Individuals such as external or technical advisers may also be invited to attend for all or any part of a Board meeting, as and when appropriate/necessary.
- 3.6 Private owners with significant brownfield landholdings may be invited to attend for all or any part of a Board meeting, as and when appropriate/necessary.

#### **4. Confidentiality & Declarations of Interest**

- 4.1 Due to commercial sensitivities, all Board meetings will be held in private.
- 4.2 Information received and discussed by the Board must be treated as confidential in so far as the Freedom of Information acts permit.
- 4.3 Each member on the Board will register any potential conflicts of interest. It is the responsibility of Board members to inform the Chair of any changes to interests which may need be declared.

#### **5. Accountable Body**

- 5.1 Brighton & Hove City Council shall act as the Accountable Body for the Programme.

#### **6. Chair and Sub-Chair**

- 6.1 The Board shall be chaired by the Chief Executive of the Accountable Body.
- 6.2 If the Chair is unable to attend a Board meeting, the Board shall elect a substitute from the attending representatives.

#### **7. Frequency of Meetings and Secretariat**

- 7.1 The Board shall meet on a quarterly basis, from its inception in October 2016.
- 7.2 The frequency of Board meetings can be changed to suit the changing workload.
- 7.3 Meetings will be hosted by the Accountable Body with secretariat support provided by the Programme Manager.

#### **8. Principles**

## 8.1 The Board commits to the following principles:

### 8.1.1 Working Principles:

- Commitment – members will commit resources to the mutual endeavour.
- Clarity – members are clear about who is doing what.
- Mutuality – understanding our common purpose with mutual benefit for each partner.
- Openness – being prepared to raise issues concerning the quality of the working relationship.
- Confidentiality– respecting that on occasion property negotiations may require organisations to keep information in confidence.
- Added value – quantifying the added value of doing this together rather than doing it alone.
- Fairness – members will not seek to profit from each other.

## 8.2 Financial Principles:

- Partners will each bear their own costs in the development and agreement of options including, but not limited to surveying, planning, legal and options appraisal costs.
- No partner will attempt to ransom another.
- The share of set up costs (capital or revenue) will be agreed prior to the commencement of works or occupation, including agreement on the sharing of risk and contingency.
- Occupancy costs will be reflective of usage and any capital / asset contributions, sharing costs without any party seeking to profit.
- Savings will be reflective of past and future usage (as distinct from an agreed sharing of savings), therefore providing a sustainable basis for a long term partnership.
- The responsibility for exit costs will reside with the terminating party.
- Each party will provide open book cost information, including any anticipated or reasonably foreseeable future costs.
- Transactions at less than market value can take place at partner's discretion or where social benefits are deemed by all relevant parties to be sufficient to offset abated values and where permitted under stakeholders own financial controls. Best consideration will need to be obtained and if not justified under General Consents of section 123.

## 9. Reporting and Accountability

- 9.1 The GBPSPB shall report to the Board and may refer matters to it for consideration and determination.
- 9.2 The Board will report to the GBEB on progress on a bi-annual basis. This will include the submission of an annual report at the close of each financial year.
- 9.3 The GBEB shall act as arbiter in situations where there are competing demands.
- 9.4 Implementation of the Greater Brighton Services and Asset Delivery Plan will be reported to the National Programme, in accordance with their monitoring and reporting requirements. This process will be led by the Accountable Body.

- 9.5 The Board will provide monitoring, communication and performance reports and an annual report to each member organisation of the Programme. These reports will be in a readily accessible format to facilitate transparency and accountability.
- 9.6 It is not intended that organisations delegate ownership decisions on their existing assets to the Board. The Board will be established as a local strategic assets forum. Formal decision making on specific property assets and transactions affecting them will remain with the party who owns the interest in question.

## **10. Review and Variation of Terms of Reference**

- 10.1 The Board shall keep these Terms of Reference under review to ensure that the Board's purpose is given full effect.
- 10.2 These Terms of Reference may only be varied with the approval of GBEB and each member organisation of the Programme.

End.

## Appendix One:

# Terms of Reference Greater Brighton Public Sector Property Group

## Mandate for the Public Sector Property Group from Brighton & Hove Connected City Management Board & the Greater Brighton Strategic Property Board

Our aim is to maximise the opportunities for collaboration related to public sector property, land and assets to reduce overall costs, support strategic priorities, improve customer service and support service development.

Within that, our goals are:

1. To progress more creative ways of making best strategic use of the full public sector asset and property portfolio
2. To strengthen relationships with partner organisations and to promote best practise when undertaking shared working

Our objectives are to:

- Aid in the embedding of commissioning and provider development
- Promote sharing relevant information to partner organisations
- Provide opportunities to deliver financial benefits through sharing services where possible
- Grow best practise and skills
- Develop closer working relationships across partner organisations
- Reduce duplication among different organisations
- Note the possible risks involved in setting up shared services and look at the best ways in which to deal with these

We are tasked by the City Management Board & the Greater Brighton Strategic Property Board to:

- Work as partner organisations to improve the delivery of shared services
- Promote best practise within the city region
- Provide better value for money across partner organisations
- Work collaboratively with other work streams (Finance, Human Resources and Communications) to deliver better outcomes through joint working.

We are accountable to the City Management Board of Brighton & Hove Connected and the Greater Brighton Strategic Property Board in demonstrating how we achieve our objectives.

We are jointly accountable to each other for delivering our agreed actions.

## Membership

- Brighton & Hove City Council (B&HCC - Chair)
- Adur & Worthing Council
- Lewes District Council
- Mid Sussex District Council
  
- Sussex Community NHS Foundation Trust (SCFT)
- Sussex Partnership NHS Foundation Trust (SPFT)
- Brighton & Sussex University Hospitals NHS Trust (BSUH)
- Brighton & Hove Clinical Commissioning Group (B&HCCG)
  
- Department for Work & Pensions (DWP)
  
- University of Brighton
- University of Sussex
- City College
  
- East Sussex Fire & Rescue Service (ESF&R)
- Sussex Police
- South East Coast Ambulance Service (SECAMB)
  
- Strategic Property Asset Collaboration in East Sussex (SPACES)



## **Appendix Two: Greater Brighton One Public Estate Programme Members**

### **Local Authorities**

- Brighton & Hove City Council
- Adur District Council
- Worthing Borough Council
- Lewes District Council
- Mid Sussex District Council

### **Health Sector**

- Brighton & Hove Clinical Commissioning Group
- Coastal West Sussex Clinical Commissioning Group
- Brighton & Sussex University Hospitals NHS Trust
- Sussex Community NHS Foundation Trust
- Sussex Partnership NHS Trust

### **Government Departments**

- Ministry of Defence
- Department for Work and Pensions
- Homes and Communities Agency
- Highways England
- NHS (Southern Regional Lead for NHS)
- NHS Property
- Network Rail

### **Emergency Services**

- East Sussex Fire & Rescue Service
- West Sussex Fire & Rescue Service
- Sussex Police
- South East Coast Ambulance Service (SECAMBS)

### **Education Sector**

- University of Brighton
- University of Sussex
- City College Brighton & Hove
- Northbrook College
- Worthing College
- Sussex Downs College
- Plumpton College

### **Brighton & Hove Strategic Housing Partnership**

### **Coast to Capital Local Enterprise Partnership**

### **South Downs National Park Authority**



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