

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

