

No.	Recommendation	Response
1.	<p>The panel wants to ensure that the strategic management of the seafront is a coherent, visible and accountable programme.</p> <p>To achieve this, the panel recommends that:</p> <ul style="list-style-type: none"> • The seafront is turned into a coherent programme of work • A single lead for this programme is chosen from the Executive Leadership Team in Brighton & Hove City Council • A group of key officers meet regularly to manage the progress of this programme • This method of managing the seafront is included as an outcome in the council's Corporate Plan. <p>The panel would like a report to come to the Policy & Resources Committee in March 2015 to outline how this programme will be led and managed. A further report should be put to committee in September 2015 to:</p> <ul style="list-style-type: none"> • Outline the key challenges the programme faces • Identify the resources • Describe potential solutions. 	<p>Recommendation Accepted</p> <p>The council has established a Seafront Investment Programme Board with the Executive Director of Environment, Development & Housing, Geoff Raw, as the lead 'Senior Responsible Officer' from the Executive Leadership Team.</p> <p>The key officers identified to meet regularly to manage the progress of the programme include representatives from Sport & Leisure, Major Projects, Planning, Property & Design, Transport and Economic Development, forming a Seafront Investment Programme Board. The Seafront Investment Programme Board will co-ordinate the full range of regeneration and investment projects located along the Seafront, including projects such as King Alfred, i360, Brighton Waterfront, and A259 Infrastructure.</p> <p>This method of managing the Seafront will be included in the council's Corporate Plan.</p> <p>A report will be presented to the Policy & Resources Committee in March 2015 to outline how the Seafront Investment Programme will be led and managed. A further report will be presented to committee in September 2015 which will outline the Seafront Investment Plan.</p>
2.	<p>The panel would like to see the information produced on the seafront collected in a single place, to increase the visibility and accountability of this as a programme. The council can then use this site to share information which is not commercially sensitive with seafront businesses and other stakeholders. This would enable these businesses and organisations to plan more effectively for their future. The process would also seek to make a very complex area of work more accessible and understandable.</p>	<p>Recommendation Accepted in Principle</p> <p>The feasibility of locating all the information on the seafront in a single place, such as through an electronic shared document management system, together with the resource to ensure that the information is kept up to date and accurate will be investigated. An update on the feasibility will be provided in the report to Policy & Resources proposed for March 2015, as part of describing how the Seafront Investment Programme will be led and managed.</p>

3.	<p>The panel recommends that a ‘brand identity’ for the seafront is developed for marketing, signage and other purposes. This would be used to promote what the seafront can offer everyone. This project could learn from the work done by Brilliant Brighton and the London Road Portas Pilot.</p>	<p>Recommendation Accepted in Principle</p> <p>See response to Recommendation 5</p>
4.	<p>The panel recommends that an exhibition is held in the city to give residents, visitors and businesses a greater understanding and appreciation of the seafront; its importance, history, conservation needs and the challenges faced. Ongoing displays of information and material for use on social media and websites could then provide a long term source of information on the seafront (see Recommendation Two).</p>	<p>Recommendation Accepted in Principle</p> <p>The Seafront Investment Programme Board will develop a communications plan aligned to the development and delivery of the Seafront Investment Plan with the aim of engaging residents, visitors and businesses and giving them a greater understanding and appreciation of the seafront, it’s importance, history and the challenges faced. The plan will include consideration of the use of social media, website information and other forms of communication and engagement such as exhibitions, as resources allow.</p>
5.	<p>The panel recommends that Brighton & Hove City Council identifies sources of funding and arrange the appointment of an independent Enterprise Officer to offer business support to the seafront enterprises. Where appropriate, this officer could also work with the council and businesses to resolve housekeeping issues on the seafront, such as the siting of bins and rubbish collections. This post holder could also work with traders, and other stakeholders, on the issues which arise around the major projects planned for the seafront.</p> <p>One of their other tasks would be to consult businesses in the seafront area, to see if they would like to find a way of grouping together to become a defined area for business improvement. If the seafront businesses were interested in being involved in this project, the Enterprise Officer could then explore with them the most feasible way to achieve this, which could include either:</p> <ul style="list-style-type: none"> • Becoming a Business Improvement District (BID) • Finding out whether the seafront businesses wanted to, and could, join with an existing or planned BID in the 	<p>Recommendation Accepted in principle</p> <p>Any Enterprise Officer would require external funding, given the current financial position of the council. The council will investigate with seafront businesses whether they wanted to and could join with an existing or planned Business Improvement District (BID) in the city. It is unlikely that there would be a sufficient critical mass of businesses along the seafront for them to be able to form their own ‘Seafront BID’ and fund an Enterprise Officer.</p>

	<p>city</p> <ul style="list-style-type: none"> • Considering a form of Town Centre Management • Connecting this to the work of the Local Economic Partnership (LEP). 	
6.	<p>The panel recommend that the council prioritises improving consultation and communication between itself and the seafront businesses to improve business confidence. If a model is adopted to group the seafront into an enterprise area (see Recommendation Five), this also prioritises improving communication and consultation.</p> <p>The proposed Enterprise Officer would have as a key role to regularly communicate with seafront businesses about issues relating to the area and harness the energy, enthusiasm and fund raising abilities of the stakeholders, from sports clubs to traders and conservation groups.</p>	<p>Recommendation Accepted in Principle</p> <p>The council will review communication with seafront businesses to identify areas of improvement – as part of the development of the communications plan that will support the development and delivery of the Seafront Investment Plan.</p> <p>Please see response to Recommendation 5 with regard to the appointment of an Enterprise Officer.</p>
7.	<p>The panel recommends that the council carries out a feasibility study into making a public commitment to ring fencing a proportion of the resources generated by the seafront, to be used for the seafront. This study would look at issues such as the knock on effect of this form of ‘ring fencing’, for example its impact on the funds which are currently being used for front line services. The aim would be to see if this ring fencing can be agreed in principle and to establish a formula (for example a % of new income generated, or increased income or holding onto a proportion of increasing Business Rates). The council’s decision on ring fencing resources for the seafront should be reported to committee and be incorporated into the Investment Strategy for the seafront.</p>	<p>Recommendation Accepted</p> <p>The council will undertake a feasibility study into ‘ring fencing’ a proportion of the resources generated by the seafront, to be used by the seafront. This approach will be considered through the development of the Seafront Investment Plan that will be reported to Policy & Resources committee in September 2015.</p>

8.	<p>The panel heard that the Corporate Building Maintenance Strategy (CBMS), which forms part of the council's Corporate Asset Management Plan (CAMP), sets out the way the organisation strategically prioritises buildings, based on factors including footfall, condition and need. There is a very limited pot of money for planned maintenance, and it is therefore important that the council has clear processes in place to ensure that available funds are allocated to the most appropriate buildings.</p> <p>Officers have indicated to the panel that the council is proposing to review the prioritisation of the seafront buildings and assets to ensure that it more accurately reflects the corporate strategic priorities for the seafront over the next 5-10 years. This process covers the non-highway related structures on the seafront.</p> <p>The panel understands that there will be a report to the October 2014 Policy & Resources Committee on the CAMP. After this the panel recommends that there is further clarification on the proposals for the reprioritisation of the CBMS plans in a report back to the Overview & Scrutiny Committee in January 2015.</p> <p>The panel also recommends that money is set aside by the council for small scale day to day repairs and improvements to significantly improve appearance or facilities on the seafront. The aim would be to target this expenditure to improve the</p>	<p>Recommendation Accepted in Principle</p> <p>The Corporate Property Strategy & Asset Management Plan 2014-18 (formerly Corporate AMP) was approved by the December 2014 Policy & Resources Committee.</p> <p>The supporting Corporate Building Maintenance Strategy is being reviewed and redrafted and the target is to finalise a draft for recommendation is February 2015.</p> <p>Part of this process will involve reviewing the strategic ratings of all individual buildings and structures, rather than the seafront as a whole, and this will relate to council strategic priorities across the portfolio.</p> <p>See response to Recommendation 7.</p>

	<p>perception of the seafront and encourage more visitors, or repeat visitors. Examples to include painting dilapidated areas, installing more seating and litter bins. This issue could form part of the feasibility study for the ring fencing arrangement for the seafront as suggested in Recommendation Seven.</p>	
9.	<p>The panel recommends that the council produces an Investment Strategy for the seafront. This strategy will outline how the seafront will work towards a self-sustaining future and the priority programme for undertaking the work needed to the seafront structures. The strategy would place the seafront in the context of the Greater Brighton City Region area and would take account of any plans being looked at relating to the feasibility of a business improvement zone.</p>	<p>Recommendation Accepted</p> <p>The council will produce a Seafront Investment Plan and this will be a primary objective of the Seafront Investment Programme Board. The draft Seafront Investment Plan will be presented to Policy & Resources Committee in September 2015 in line with recommendation 1.</p>
10.	<p>The panel is aware that there are a number of plans being developed by different council services which relate to the seafront. There appear to be different plans for maintaining the seafront structures which are either highways related or non-highways related. However the panel was unable to establish whether these plans are currently joined together, have realistic costings or are sufficiently aligned, to form a coherent overarching plan.</p> <p>The panel believes that a coherent plan would help to ensure that the council is maximising the opportunities presented by the seafront. So the panel recommends that a 10 year plan for the seafront, including capital renewal and ongoing maintenance, is produced to run alongside the investment strategy described in Recommendation Nine. This plan will draw on the information and priorities identified in both the council's Highways Action Plan (HAMP) and its Corporate Asset Management Plan (CAMP). The panel hopes that a version of the 10 year plan for the seafront could be made publically available to the stakeholders. This would enable the council to</p>	<p>Recommendation Accepted</p> <p>A Seafront Investment Plan will be developed and overseen by Seafront Investment Programme Board to ensure that all plans in relation to the seafront are led and managed in a coherent way.</p> <p>The aim of the Seafront Investment Plan will be to provide a coherent overarching investment strategy which will form the basis for maximizing the opportunities presented by the seafront. This will include a long term (e.g 10-year) plan for capital renewal and ongoing maintenance.</p>

	manage its landlord responsibilities, as well as help existing businesses to plan their future and give confidence to potential investors. This 10 year plan and the Investment Strategy would complement the existing Draft Seafront Strategy.	
11.	The recommendations of the panel are likely to have a significant impact on the Strategic Risk Register entry for the seafront. In light of the panel's concerns about being able to obtain the full details of the mitigating actions described for the seafront, the panel recommends that the Strategic Risk Register is updated to take full account of the recommendations of this panel and the actions which follow from its findings.	<p>Recommendation Accepted</p> <p>The Strategic Risk Register will be updated to take full account of the recommendations of this panel and the actions which follow from its findings</p>
12.	<p>The panel recommends that officer capacity is identified in the council to continue to develop bids for the seafront structures as part of a co-ordinated programme of investment in the seafront that is linked to major regeneration projects. The aim is to place the council and its partners in the best possible position to gain funding from the full range of programmes, such as LEP and European funding. The aim is to ensure that the seafront is 'bid ready' which means ensuring that the council has enough resources to prepare for funding bids, reprioritise existing bids and look for new sources of funding.</p> <p>The intention is to make the council less reliant on the existing means to fund the seafront structures, such as the Local Transport Plan which is also needed to fund other transport related projects in the city.</p>	<p>Recommendation Accepted in Principle</p> <p>The council will investigate the feasibility of officer capacity being identified to continue to develop bids for the seafront structures as part of a co-ordinated programme of investment in the seafront that is linked to major regeneration projects, and the availability of funding such as LEP and European funding. A report will be presented to the Policy & Resources Committee in March 2015 to outline how the Seafront Investment Programme will be led and managed</p>

13.	<p>The panel recommends that the programme group for the seafront (described in Recommendation One) looks urgently at innovative ideas to secure monies for areas which do not seem to have the potential to be income generating. Possible methods could include crowd funding or public subscription. The panel would like the council to learn from the success of the public subscription project for Hastings Pier, which has been able to raise money, secure funding from the Heritage Lottery Fund and raise public awareness of the need to renovate this landmark.</p>	<p>Recommendation Accepted</p> <p>The Seafront Investment Programme Board will consider innovative ideas to secure funding as part of the development of the Seafront Investment Plan.</p>
14.	<p>The panel recommends that connectivity remains a key feature of the planning for the seafront. The panel also recommends that the seafront programme looks for funding opportunities for transport focussed projects on or near the seafront. The panel believe that the connectivity needs of the seafront need to be a major component of Local Transport Plan 4 and a consideration for the whole city. This should include:</p> <ul style="list-style-type: none"> • Making the seafront accessible to all • The needs of pedestrians and cyclists • Improving the connections between the seafront and the rest of the city. 	<p>Recommendation Accepted in Principle</p> <p>There is potential within the Council’s Transport Strategy, encompassed within the Local Transport Plan (LTP) and other funding opportunities, to improve the accessibility and connectivity of the seafront to the wider City that also recognizes the seafront arches as important highway structures supporting the A259 carriageway and footways. However, it needs to be acknowledged that whilst the seafront and its structures are important strategic assets and therefore considerations for the Council in preparing its maintenance programme, the LTP maintenance allocation for structures overall is very limited as its main purpose is for the capital renewal of the public highway utilizing asset management principles to further avoid year on year grant reductions. There is greater potential for maintaining and enhancing seafront structures and highway infrastructure from specific bids arising from the emerging LTP Maintenance Challenge Fund, LEP, Regional Growth Fund etc that could be targeted to major seafront structures or highway projects. Guidance on the recently announced Challenge Fund is still being determined by the Department for Transport.</p>
15.	<p>The panel recommends that officers reconsider the results of the Visit England destinations report 2012/3 (as well as study the Visitor Survey by Tourism South East which is being carried out in the Summer of 2014): to ensure that the council has sufficient information about the views and needs of visitors and</p>	<p>Recommendation Accepted</p> <p>The council will review information available on the seafront. This review will look to ensure that good quality information can be obtained that is relevant specifically to the seafront, and not generic to the tourism offer of the city.</p>

potential visitors to the seafront. The aim is to understand the needs, choices, expectations and experiences relating to the seafront, including the following groups:

- Day visitors
- Overnight visitors
- Conference visitors to the city.

If the council does not have sufficient information on the needs and experiences of visitors and potential visitors, then the panel recommends that the council commissions a similar survey to those mentioned above specifically for the seafront. One of the aims of this recommendation would be that survey information, and other sources of data, is used to develop a set of standard figures which can then be checked regularly to measure improvements and highlight areas for concern e.g. time taken to let vacant seafront units and occupancy rates in nearby hotels. The purpose is to ensure that the seafront experience continues to improve for visitors, residents and businesses.