

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

**AGENDA
ITEM NO**

4 MARCH 2021

6

Report Title	ESTABLISHMENT OF A REGENERATION AND INVESTMENT BOARD			
Purpose of Report	To seek the Committee's approval for the establishment of a Regeneration and Investment Board, to shape the Council's regeneration priorities and help to realise the Council's wider place ambitions for the district.			
Decision(s)	<p>The Committee RESOLVES to:</p> <p>a. Establish a Regeneration and Investment Board, following the approach and principles set out in this report.</p> <p>b. Agree the terms of reference of the Board as set out in Appendix A</p>			
Consultation and Feedback	The proposal has been discussed with, and supported by, the Strategic Recovery Board as well as the Council's Strategic Leadership Team and other senior officer colleagues.			
Report Author	Brendan Cleere, Strategic Director of Place Email: brendan.cleere@stroud.gov.uk			
Options	<p>The option of not establishing a Board has been considered.</p> <p>This is not recommended because it would not allow the Council to address the findings of the internal audit as set out in the background of this report. Not establishing the Board would also hinder the Council in pursuit of its aspiration to be an 'exemplar leader of place'.</p>			
Background Papers	None			
Appendices	Appendix A - Draft Terms of Reference (attached)			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	No	No	Yes

1. BACKGROUND

- 1.1 Members of the Committee will be aware that an Investment and Development Panel (IDP) existed previously, with a remit to look at priority capital and investment projects across the Council.

- 1.2 The IDP comprised a number of members drawn from S&R Committee, as well as senior officers of the Council. No formal Terms of Reference existed and the IDP has not met for at least 12 months. However, discussions with officers and members have confirmed that meetings had tended to focus almost exclusively in later meetings on the Brimscombe Port Regeneration Project, rather than the cross Council remit that was originally intended.
- 1.3 The internal audit of the Brimscombe Port Project (Aug 2020) noted that the Council's Corporate Delivery Plan has a continued focus on regeneration projects as it looks to build upon the conclusion of the LGA Peer Review (2019) that it could be an 'exemplar leader of place'. The audit recommendation was that the Council should:
- “Review and consider the Panel's status within the council's governance structure to ensure that the arrangements remain fit for purpose for the future delivery of the council's key projects. Subsequently document and ratify respective Terms of Reference as appropriate”. (Deadline: March 2021)*
- 1.4 Over the past year, the Council's commitment to regeneration has strengthened further. A number of major projects, such as the Canal Restoration Project and the Redevelopment of Brimscombe Port, are at key stages of planning and/or delivery. A Canal Corridor Strategy is also being commissioned to identify wider regeneration opportunities that will arise from the restoration of historic canal links within the district.
- 1.5 The commitment to regeneration also features strongly within the Council's Covid-19 Recovery Strategy, and significant additional capacity has been allocated within the 2021/22 budget to drive the delivery of priority regeneration projects and opportunities across the district.
- 1.6 Building on the Internal Audit recommendation above, and the Council's renewed commitment to regeneration, this report now proposes the establishment of a **Regeneration and Investment Board**.

2 PURPOSE AND ROLE OF THE REGENERATION AND INVESTMENT BOARD

- 2.1 The proposed Regeneration and Investment Board will act as a non-decision making advisory body to the Strategy and Resources Committee, shaping the Council's regeneration priorities and programme, helping to drive delivery and realise the Council's place ambitions for the district. A draft Terms of Reference is attached as Appendix A.
- 2.2 Although some time will be dedicated to routine project monitoring and reporting type activities, the Board will predominantly be a space for creative thinking and discussion of ideas, opportunities and ways to overcome challenges.

3. MEMBERSHIP OF THE BOARD AND GOVERNANCE

- 3.1 As mentioned above, the proposed Board will act as an advisory body to the Strategy and Resources Committee. Any items requiring decision will be taken by the Strategy and Resources Committee and the Board will be expected to make recommendations for discussion and approval at Committee.
- 3.2 The proposed Board will be established as a Member/Officer advisory group. Elected members of the Board will be drawn from the membership of the 'parent' Committee - in this case Strategy and Resources. Elected membership is proposed as comprising:
- The four Political Group Leaders, or their nominated representative from S&R Cttee.
 - the four main committee chairs, or their nominated representative
 - One additional member of the main opposition party from S&R Cttee, to be nominated by the main opposition Political Group Leader
- 3.3 The Chair and Vice-Chair of the Board will be appointed by the Chair and Vice Chair of S&R Cttee
- 3.4 Officers of the Board will comprise:
- Appropriate members of the Strategic Leadership Team
 - Head of Property Services
 - Head of Planning Strategy
 - Head of Development Management
 - Canal Strategy Manager
 - Regeneration Lead (to be appointed, as per 2021/22 budget proposals)
 - Any other officers as required

4. OFFICER SUPPORT AND MEETING FREQUENCY

- 4.1 The Strategic Director of Place (Brendan Cleere) will be the SLT sponsor for regeneration, accountable for overall delivery of the priorities agreed by the Board and S&R Cttee.
- 4.2 Promoting a 'one council' approach, an officer working group, drawn from key service areas across the Council, has recently been established to support the regeneration priorities of the Council and the work of the Board (when set up). The Officer Working Group is chaired by the Strategic Director of Place, and he will call upon the capacity, expertise and skills of all officers involved to drive forward the Council's regeneration agenda.
- 4.3 The Regeneration Lead within Property Services (when appointed) will act as Programme Delivery Manager and he/she will be supported by Project Managers for each identified priority scheme.
- 4.4 Overall strategy development and the management and maintenance of the Council's pipeline of schemes will be led by the Head of Planning Strategy, working closely with

other members of the Officer Working Group. Close links and alignment between strategy and delivery will be maintained through the work of the Group.

- 4.5 Administrative support (agenda setting, action points etc) for the Regeneration and Investment Board and Officer Working Group will be provided.
- 4.6 It is proposed that the Regeneration and Investment Board meets on a six weekly basis. Meetings may be held more often should the need arise, or be cancelled if there is not sufficient business, by agreement with the Chair.

5. IMPLICATIONS

5.1 Financial Implications

There are no financial implications arising from this report.

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5.2 Legal Implications

- 5.2.1 There are no direct legal implications arising from the recommendations in this report. It is perfectly permissible for non-decision making advisory boards to be established. The activities of the board will be private and there will be no requirement for papers to be published or that there be public access to meetings.
- 5.2.2 As mentioned in the report, any issue requiring a formal decision will be taken to the parent committee.

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5.3 Equality Implications

- 5.3.1 There are not any specific changes to service delivery proposed within this decision. However, equality impact assessments may be carried out in the future, based on activities and recommendations of the proposed Board.
- 5.3.2 As described in Appendix A, the proposed Board will ensure that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.

5.4 Environmental Implications

- 5.4.1 There are no significant environmental implications at this time, arising from a decision to establish a Board. However, the activities and recommendations of the proposed

Board will be likely to have environmental implications which will be assessed at the appropriate time.

- 5.4.2 As described in Appendix A, the proposed Board will ensure that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.

Appendix A
Regeneration and Investment Board
Draft Terms of Reference

Purpose

The proposed Regeneration and Investment Board will act as a cross party and non-decision making advisory body to the Strategy and Resources Committee. Its role is to shape the Council's regeneration priorities and programme, helping to drive delivery and realise the Council's place ambitions for the district.

Functions

The Board will carry out the following functions:

- Sharing information and learning about projects and opportunities – existing and potential.
- Shaping overall regeneration strategy and developing, monitoring and maintaining a prioritised 'pipeline' of regeneration schemes and opportunities, aligning with wider Gloucestershire, regional and national priorities where appropriate.
- Ensuring that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.
- Discussing and agreeing the nature of interventions and investments required to unblock constraints and accelerate delivery of priority projects and schemes.
- Steering and supporting the submission of bids for external funding for priority schemes and opportunities
- Identifying new opportunities to realise our place ambitions.
- Steering efforts to promote our priorities to a wider audience (eg Government agencies and departments) to gain necessary support.
- Making recommendations to Strategy and Resources Committee, where any decisions resulting from any of the above functions are required.

Membership

The Board will be cross-party, comprising the following elected members:

- The four Political Group Leaders, or their nominated representative from S&R Committee.
- the four main committee chairs, or their nominated representative
- One additional member of the main opposition party from S&R Committee, to be nominated by the main opposition Political Group Leader

Officers on the Board will comprise:

- Appropriate members of the Strategic Leadership Team
- Head of Property Services
- Head of Planning Strategy
- Head of Development Management
- Canal Strategy Manager
- Regeneration Lead (to be appointed, as per 2021/22 budget proposals)
- Any other officers as required

The Chair and Vice-Chair of the Board will be appointed by the Chair and Vice Chair of S&R Committee.

Confidentiality

The Board's meetings will be confidential and all papers and minutes will be treated as exempt from publication.

Meeting Frequency and Papers

- The Board will meet on a six weekly basis. Meetings may be held more often should the need arise, or be cancelled if there is not sufficient business, by agreement with the Chair.
- An agenda and supporting papers will be issued in a timely manner, ideally one week in advance of the meeting