

Future Brixton: Somerleyton Road Project Steering Group

Terms of Reference

1. Introduction to the Somerleyton Road Project and Steering Group

The plans for the project include bringing Ovalhouse Theatre to the site, building new homes, a significant proportion of which will be affordable to local people and providing a mix of non-residential space to support the local economy and local community. A longer term aim is for the site to be owned and/or managed by the community.

The Somerleyton Road Project Steering Group was established on 16 October 2013 by the Council and its partners Brixton Green and Ovalhouse and the decision to establish the group was noted by Cabinet at 4 November 2013 Cabinet meeting.

2. Purpose / role of the Somerleyton Road Project Steering Group

The purpose of the Steering Group (SG) is to oversee the successful delivery of the Future Brixton: Somerleyton Road project. The Steering Group is responsible for:

- a. Advising the council on the procurement of the development manager and the design team for site.
- b. Supporting the council to ensure that development decisions are taken in an open and transparent way.
- c. Undertaking analysis of the funding and ownership structures for the delivery and long-term management and ownership of the development.
- d. Ensuring the correct compliment of skills and expertise is available within the Steering Group to exercise their responsibilities according to the needs of the project at any one time.
- e. Managing a fair open and transparent recruitment process to appoint new full time members to the group (see 5.f below)
- f. Ensuring the project is delivered in line with the co-operative values of the Council, specifically *[suggest the following values be tested and co-produced with the stakeholder group]:*
 - Through the formation of a stakeholder group, involving citizens in decision making by ensuring collaborative engagement and co-production opportunities are provided and are accessible to all those who wish to participate in shaping the future of this project
 - A presumption in favour of transparency and openness
 - Clarity of aims and desired outcomes

3. Decision-making and accountability

The council's constitution was revised in 2012 to strengthen the citizens' place at the centre of our work. It is the key document that governs the council's decision making arrangements, ensuring they are open and transparent and legally compliant. All cabinet members now have delegated responsibility for taking decisions in relation to their portfolio with the existing budget.

They are responsible for 'key decisions' – these are the decisions that have the biggest impact on communities or have the most money associated with them. In the latter case, anything that results in the local authority incurring expenditure, raising income or making

savings in excess of £500,000 and up to £1million is a key decision. Any decision over £1million will be the decision of the Cabinet Member and the Leader of the Council.

Key decisions will be required for the Somerleyton Project and they will be the responsibility of the Cabinet Member for Housing and Regeneration, along with the Leader in some cases, and in accordance with local government law and the council's constitution.

Other decisions will need to be taken by officers under their delegated authority. For all other matters requiring a decision, these will be reached by one vote per organisation on the Steering Group, with the council holding two votes.

4. Publishing and implementing Decisions

All key decisions, officer decisions involving financial resources over £100,000, and issues of an important or sensitive nature must be published on the council's website for five clear days before the decision is taken. In addition, in order to allow for call in, no key executive decision can be implemented until five clear days after the decision has been taken.

5. Membership

- a. **Local Organisations.** The membership of the group is open to local organisations who are committed to delivering the shared vision for Somerleyton Road, who can contribute to the successful delivery of the project and/or who represent the local community.
- b. **Skills Requirements.** The steering group members need to have the skills necessary to successfully deliver the project. They will assess this by means of a regular skills audit. Skills include but are not limited to community development and co-production techniques; planning and regeneration expertise; architecture, surveying and urban design professional skills; financial, legal, negotiation and project management skills.
- c. **Visiting members** can be appointed directly by the Steering Group when additional expertise is required for specific phases of the project.
- d. **Numbers.** The steering group needs to be an effective decision-making body and therefore Membership is restricted to a maximum of 10 people.
- e. **Quorum.** The quorum will be one member per partner organisation present. No decisions shall be reached unless a quorum is achieved.
- f. **Review.** The membership will review the relevance and value of its work every six months and to also ensure that the local community is adequately represented and skills within the membership for the project reflect current needs. Any new full members of the steering group will be appointed through a fair, open and transparent process.
- g. **Current membership:**

(Chair) Cllr Pete Robbins, Cabinet Member for Housing and Regeneration, Lambeth Council

Neil Vokes, Somerleyton Road Project Manager, Lambeth Council
Bruce McRobie, Development Surveyor, Lambeth Council

Brixton Green's representatives will be:

Brad Carroll, Director, Brixton Green
Stephen Jordan, Chair, Brixton Green
Dina Roake, Trustee, Brixton Green

Ovalhouse representatives will be:

Deborah Bestwick, Managing Director, Ovalhouse theatre
Robin Priest, Trustee, Ovalhouse theatre

6. Accountability

The steering group is delivering the project on behalf of the Council and therefore will be accountable to the Strategic Director for Delivery (the project's sponsor) and Cabinet Member for Housing and Regeneration.

Brixton Green will be accountable to their members.

Ovalhouse will be accountable to their trustees.

7. Review

The steering group will review the relevance and value of its work and the terms of reference every six months.

8. Meetings

The steering group will meet on a fortnightly basis, starting on 16 October 2013. Meetings will take place at 10.30am and be held in Hambrook House.

The steering group meetings will be chaired by the Cabinet Member for Housing and Regeneration – Cllr Pete Robbins.

The agenda items will be generated by the project programme and by the members of the steering group. The Project Manager (Lambeth) will draft the agenda and agree the items with the Chair in advance of the meetings.

Papers will be circulated electronically at least 3 working days prior to the steering group meetings. All papers, reports and minutes will be made publicly available and where information needs to be kept confidential then a full explanation will be provided.

Meetings are not open to the press and public, but non-members can be invited to attend the meetings with the agreement of the Chair.

2 places for stakeholder members are available at each meeting [TO DISCUSS]

9. Responsibility of Members

Steering Group members are required to:

- Participate fully in the business to achieve the terms of reference;
- Be of sufficient seniority and authority within their organisation to enable them to contribute to the Board in a significant way;
- Understand they are accountable to their own host organisation, and need to operate under an appropriate mandate to act for them, i.e. to represent the policies or view of their organisation where relevant, rather than any personal view;
- Provide information, data and consultation material as appropriate to inform discussions and decisions;
- Ensure they read all agenda papers prior to the meeting so they can make an informed contribution to discussions and decisions;
- Ensure that the policies and decisions are widely disseminated within their organisation and cascaded to staff/councillors as appropriate;
- Sign up to the highest standards of conduct in their activity to maintain the credibility and integrity of the Steering Group;
- Promote the activity of the Steering Group;
- Help identify resources to implement and realise the objectives of the Steering Group;
- Pledge themselves to take decisions reflecting their best assessment of the option(s) which maximises overall benefits to the Steering Group., rather than merely seeking to assess benefits or disbenefits to their own particular employing/nominating organisation alone;
- Add value to, contribute to and advise the Steering Group;
- Recognise and respect the intellectual property rights of individual constituent organisations and those organisations represented;
- Give up their time free of charge; no allowances or expenses are paid.

10. Wider Stakeholder Engagement

A wider stakeholder group will be established to enable non-members of the steering group to have remain engaged with the project and support decision-making. The stakeholder group will have access to all the information available to the steering group so they can discuss and input into key issues.

A website for the project is already in place and will be used to share information more widely. www.futurebrixton.org

11. Sub-groups – TO DISCUSS

The following sub-groups will meet on a regular basis as follows.

a. Communications & Engagement.