

# **POLICY & RESOURCES COMMITTEE ADDENDUM**

**4.00PM, THURSDAY, 10 FEBRUARY 2022**

**HOVE TOWN HALL - COUNCIL CHAMBER**

Agendas and minutes are published on the council's website [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk). Agendas are available to view five working days prior to the meeting date.

Electronic agendas can also be accessed through our meetings app available through [ModernGov: iOS/Windows/Android](#)

This agenda and all accompanying reports are printed on recycled paper

# ADDENDUM

ITEM		Page
	<b>A CITY WORKING FOR ALL</b>	
110	<b>STRATEGIC DELIVERY BOARD, MAJOR PROJECTS AND REGENERATION &amp; INVESTMENT PLAN UPDATE</b>	3 – 28

Report of the Executive Director for Economy, Environment & Culture.

# Brighton & Hove City Council

## Policy & Resources Committee

Agenda Item 110

**Subject:** Strategic Delivery Board, Major Projects and Regeneration & Investment Plan update

**Date of meeting:** 10 February 2022

**Report of:** Executive Director Environment, Economy & Culture

**Contact Officers:** Name: Max Woodford and Sam Smith  
Tel: 01273 291666 and 01273 291383  
Email: [max.woodford@brighton-hove.gov.uk](mailto:max.woodford@brighton-hove.gov.uk)  
[sam.smith@brighton-hove.gov.uk](mailto:sam.smith@brighton-hove.gov.uk)

**Ward(s) affected:** All

### For general release

The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that clarification regarding the final proposed version of the Terms of Reference was not available until after the publication deadline.

### 1. Purpose of the report and policy context

- 1.1 Following the reintroduction of Project Boards and Working Groups the role of the Strategic Delivery Board (SDB) has been reviewed with Board members to ensure that it has a strategic focus and complements the work of the other Boards and Groups.
- 1.2 SDB's Terms of Reference have been revised in line with this review.
- 1.3 This report also proposes that a Regeneration & Investment Plan for the city is commissioned and provides an update on major projects in the city.

### 2. Recommendations

- 2.1 That the Committee agrees the amended Terms of Reference for SDB as detailed in Appendix 2.
- 2.2 That the Committee agrees to the preparation of a Regeneration & Investment Plan for the City, and for officers to identify a budget and take all necessary procurement steps to commission the work.
- 2.3 That the Committee agrees to receive regular updates, every 6 months, on the major regeneration projects in the city.

### **3. Context and background information**

3.1 In the 'Review of the Council's Constitution' report to Policy & Resources Committee on 28 April 2016 members agreed to disband major project's project boards and introduce a Strategic Delivery Board to oversee all Major Projects in the city.

3.2 The Strategic Delivery Board (SDB) has been effective in giving lead members oversight of major projects, however both councillors and officers have, in the case of some projects, missed the detailed understanding of major projects that was enabled through the project boards and working groups.

3.3 Policy & Resources agreed to the reintroduction of cross-party Project Boards at their meeting in October 2019, in order to strengthen the governance of major regeneration projects and to support the work of SDB.

3.4 The SDB has continued to operate primarily focusing on the following activities:

- Delivery of the City Plan policies and objectives; and considering strategic planning issues.
- Providing oversight to the delivery programme and key/strategic points/issues for individual projects.
- Meeting developers working in the city and holding them to account

3.5 At its meetings in May and July 2021 the SDB discussed its role and there was general agreement that with the reintroduction of Project Boards, there was an opportunity to lift the work of SDB to a more strategic level. SDB agreed that future focus would include:

- Developing and overseeing the long term vision for the city
- Ensuring strategic links between Programmes & Projects
- Overseeing links between programmes and policies
- Overseeing the pipeline of programmes and projects
- Horizon scanning and early identification of emerging issues
- Cooperation and coordination with Greater Brighton & partners
- Consider the cumulative financial impact and financial risks of all the projects

3.6 The Terms of Reference for SDB have been reviewed and updated and are attached in Appendix 1 (original) and 2 (updated). These have been shared with the council's Constitution Review Working Group.

#### **Regeneration & Investment Plan for Brighton & Hove**

3.7 It was agreed that a key role for SDB should be to agree and oversee a Regeneration & Investment Plan for Brighton & Hove. This will look to connect-up the various policies, strategies, projects and programmes to identify what the future city will look like, how it will function and what it will be like to live here. This would need to be a strategic piece of work linking

planning policy, the Zero Carbon 2030 Programme, planned developments and transport.

- 3.8 The aim is not to recreate policies, strategies and additional programme structures, but to complement the existing City Plan and other initiatives by ensuring that these are coordinated and set out in a clear and simple (vision) document. An initial overview is attached in appendix 3 summarising the following:
- Challenges
  - Policies & Strategies
  - Programmes & projects
  - Outcomes by 2030
- 3.9 The aim is to provide a Regeneration & Investment Plan for the city linking the city's challenges, the policies & strategies that have developed to address them and how this translates into practical projects & programmes. The document will provide a vision of how the city will change and develop with the outcomes of the implementation and delivery of the strategies and projects by 2030.
- 3.10 There is a national government focus on place-based approaches for local authorities playing a central role in leading and planning for the future of their area. Government have previously referred to an example document from Bishop Auckland and it can be referenced [here](#) . There is potential that the government may require such documents to be produced by local authorities as part of any local Levelling Up agenda. The creation of a strategic document, detailing developments and investment priorities can provide a framework for SDB to ensure a strategic focus over city development, and act as a guide for councillors as well as developers / investors. Subject to the final contents of the Levelling Up White Paper issued by government, we will need to ensure that the final Regeneration & Investment Plan does whatever it needs to help attract government investment in the city as part of that agenda.
- 3.11 Going forward, this document can be a constituent of a suite of documents to help the city achieve carbon neutrality and economic prosperity. (other documents could include City Plan, Local Transport Plan 5, Economic Strategy etc). Following the SDB meeting on 19 July a high-level document was drafted and the SDB was consulted on this at its meeting in October. Following SDB comments, the draft was amended . There will also be a review of appropriate format for this and if the information can be web based rather than printed.

### **Overseeing the pipeline of programme and projects**

- 3.12 It is anticipated that the SDB will have a continuing role in monitoring and coordinating the various programmes and projects being delivered across the council over the next 10 years and further into the future. The aim will not be to have detailed oversight as this role is covered by various major project boards, member boards and working groups, for example the Black

Rock Working Group, Valley Gardens Member Task & Finish Group and Housing Supply Member Board etc. However, there is an ongoing role for SDB in providing high-level monitoring of progress and strategic direction. For clarity the SDB and other boards are not decision-making bodies.

3.13 This should include the following areas of work:

- Major regeneration projects and programmes
- Housing supply programmes and projects
- Local Transport Plan 5 (LTP5), Local Cycling & Walking Investment Plan (LCWIP), Low Traffic Neighbourhoods (LTNs), Liveable City Centre (LCC) and Ultra Low Emissions Zone (ULEZ).

3.14 The reporting of progress on Major Projects used to come to every meeting of Tourism Development & Culture Committee, and both members and the public found these updates to be very useful and informative. Major projects now fall under the remit of Policy & Resources Committee, and the updates had been stopped as the agenda of P&R meetings normally do not allow for update reports where there is no formal decision being made. However, due to the need to report progress on major regeneration projects it is proposed that a report is sent to P&R every six months to ensure public and member oversight on the progress of projects.

3.15 The first such update is included at Appendix 4. Officer will continue to refine the format of that update report in line with member feedback.

### **Horizon scanning and early identification of emerging issues**

3.16 It is proposed that the Board should have a role in the process of setting direction of the strategy and vision for the revised City Plan which is due to be reviewed from early 2022. This Plan will set the framework and objectives for future development, infrastructure and policy in Brighton and Hove to 2040. It will be a new style Plan, detail of which will be proposed by the Planning Reform Bill to be published in 2022. Early indications are that the Government will seek a zonal approach in new digitised Plans, with a strong emphasis on high standards of design secured through masterplans and design codes.

The Infrastructure Delivery Plan (IDP) was updated in November 2021 in response to changing priorities in the city and the introduction of Community Infrastructure Levy (CIL) in October 2020. This update sets out the strategic infrastructure needs in the city to mitigate the impact of development and address city priorities; how much infrastructure will cost and when it is expected to be delivered. The Board will have an important role as a sounding board for the update and review of the IDP every two years. There will also be a need to consider how the Government's proposed reforms to create a national levy to replace CIL and S106 will be implemented in the city.

### **Ensuring strategic links between Programmes & Projects**

- 3.17 The City Transport capital programme has been significantly enhanced during, and following, the Government's call to provide additional Active Travel capacity. This is accelerating delivery of existing sustainable Transport policies and, to achieve this, has also required higher levels of project and programme management resource.
- 3.18 The Climate Assembly on Transport Carbon and further new policies to deliver a Liveable City Centre, Ultra Low Emission Zone, Low Traffic Neighbourhoods and School Streets has stretched the transport capital programme four-fold to over £20m in a single year. These are all subject to ETS and P&R Committee oversight and specific project and programme boards, including a City Transport Capital Board chaired by the A/D and supported by Corporate Finance.
- 3.19 There is direct alignment between the LTP and City Plan and officers from Transport and Planning and Regeneration services actively support each other in delivering these shared corporate aims, however there is no specific formal process to ensure the respective high level and strategic objectives are regularly shared and tested. The Strategic Delivery Board can have a key role in enhancing these strategic links.

#### **Cooperation and coordination with Greater Brighton & partners**

- 3.20 The Board also has a role to play in providing a forum where the council can discuss relevant issues with a sub-regional dimension, including strategic planning. For example input into the Great Brighton Economic Board project pipeline, looking at the spatial implications on the city of the GB10 Pledges and the work of the GB Infrastructure Panel. Also discuss and consider the work of the West Sussex and Greater Brighton Strategic Planning Board.

#### **Levelling-up Fund Projects**

- 3.21 There is a requirement for projects receiving funding under the government's Levelling-up Fund for a constituted delivery board to oversee the project. It is proposed that the SDB takes this role, initially overseeing the Kingsway to the Sea project that received funding in the first Levelling-up funding round in October 21. It is recommended that future bids and successful projects will be monitored by SDB and the Terms of Reference have been amended to reflect this new role.

#### **4. Analysis and consideration of alternative options**

- 4.1 The SDB have looked at a range of potential options for the refocus for their work and agreed on the proposals outlined in the report.

#### **5. Community engagement and consultation**

- 5.1 The revised Terms of Reference for Strategic Delivery Board have been circulated to councillors on the council's Constitution Review Working Group.

5.2 There will be a programme of engagement with stakeholders and residents associated with the development of the Regeneration & Investment Plan.

5.3 Separate engagement will be carried out on each project, programme and strategy.

## **6. Conclusion**

6.1 The proposed changes to the role of the SDB and revised terms of reference will help to ensure that the Board keep a strategic oversight of major projects and development and regeneration in the city. The board will continue to provide important review of progress against the City Plan and ensure there are strategic links between major projects, development and programmes in the city.

## **7. Financial implications**

7.1 The recommendations include the preparation of a regeneration and investment plan for the city. The estimated cost is in the region of £40,000 to £60,000 and is expected to be funded from the councils Strategic Investment fund.

Name of finance officer consulted: James Hengeveld Date consulted: 31/01/22

## **8. Legal implications**

7.2 The Strategic Delivery Board is a permanent member working group. It is an advisory board to Policy & Resources Committee and other committees as necessary. The changes to the terms of reference need to be approved at Policy & Resources Committee.

Name of lawyer consulted: Alice Rowland Date consulted: 28/1/22

## **9. Equalities implications**

9.1 This work should support the corporate aims of tackling inequality and promoting community wealth building. Oversight of equalities impacts of projects should include Equalities Impact Assessments where required and be overseen by the relevant project board.

## **10. Sustainability implications**

10.1 There is a role for SDB to complement the work of other boards and working groups in order to help link the Zero Carbon 2030 Programme with other initiatives, programmes and projects to ensure the city is working towards a truly sustainable future.

## **11. Other Implications**



## **Social Value and procurement implications**

- 11.1 The Investment & Regeneration Plan and work of the SDB will have significant potential to promote social value through the delivery of projects and programmes. Individual projects will require detailed analysis of potential benefits and other procurement implications.

### **Crime & disorder implications:**

- 11.2 The successful delivery of the Investment & Regeneration Plan has the potential to support the reduction of crime and disorder in the city.

### **Public health implications:**

- 11.3 The Investment & Regeneration Plan will aim to promote public health and improve quality of life for the city's residents and visitors.

## **Supporting Documentation**

### **1. Appendices**

1. Current Terms of Reference for Strategic Delivery Board
2. Amended Terms of Reference for Strategic Delivery Board
3. Regeneration & Investment Plan diagram
4. Major Projects Bulletin



## **1. Purpose**

The Council has been involved and will continue to be involved in major commercial, regeneration and infrastructure projects across the city; projects that are key to the city's future success and prosperity. These projects have to date been overseen by ad hoc project boards with mixed member/officer representation.

The purpose of the Strategic Delivery Board ('the Board') is to enable a more coordinated approach to the management and delivery of major projects. It will provide the strategic overview of major projects and provide a mechanism for focused and systematic member input to ensure maximum efficiency and accountability. It will report to the Policy, Resources and Growth Committee, the Economic Development & Culture Committee or other Committees as necessary.

## **2. Status**

The Board shall be an advisory board to the Policy, Resources and Growth Committee and the Economic Development & Culture Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

## **3. Areas of focus**

- To consider the progress of major projects undertaken by the Council and advise the Policy, Resources and Growth Committee, other Committees or officers as appropriate
- To review major projects having regard to capacity to deliver, corporate priorities and resources and advise the Policy, Resources and Growth Committee or other Committee as appropriate
- In exceptional cases, to establish or recommend the establishment of a project- specific Board to oversee a particular major project where this is considered necessary due to capacity, complexity of the issues or other reasons.

## **4. Definition of Major Projects**

For the purposes of the Board, major projects fall into one of two categories.

- (a) Those that involve the council either as the deliverer, a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area; or
- (b) Those not directly involving the council as landowner but which are of strategic significance to the city, such as the regeneration of a non-council owned site or the provision of major infrastructure works.

## **5. Reporting**

## Appendix 1 – Current Terms of Reference for Strategic Delivery Board

The Board will report to the Policy, Resources and Growth Committee, the Economic Development & Culture Committee or other relevant Committee, with recommendations as necessary.

### **6. Membership**

Membership of the Board shall consist of 5 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

No Member may serve on the Board, whether as a substantive or substitute member, unless they have undergone the required training for Board members providing that training may be provided after Members are appointed and before they take their role.

### **7. Meetings and ways of working**

The timing and number of meetings will be dictated by the volume of business for the Board.

The Board will agree ways of working appropriate to the role and remit of the Board.

### **8. Review**

These terms of reference may be reviewed and amended by the Policy & Resources Committee from time to time.

## **11. STRATEGIC DELIVERY BOARD - TERMS OF REFERENCE**

### **1. Purpose**

The Council has been involved and will continue to be involved in major commercial, regeneration and infrastructure programmes and projects across the city; projects that are key to the city's future success and prosperity. These projects fit with the objectives of the council's Corporate Plan and a range of strategies and policies including the City Plan.

The purpose of the Strategic Delivery Board is to enable a more co-ordinated approach to the management and delivery of major projects. It will provide the strategic overview of major projects and provide a mechanism for focussed and systematic member input to ensure maximum efficiency and accountability. It will report to the Policy & Resources Committee and to other Committees as necessary.

### **2. Status**

The Strategic Delivery Board shall be an advisory board to the Policy & Resources Committee and other committees as necessary. The Strategic Delivery Board ('the Board') will not have Sub-Committee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

### **3. Areas of focus**

- Develop and oversee a Regeneration & Investment Plan for the city
- Ensure strategic links between Programmes & Projects
  
- Oversee links between programmes and policies
- Oversee the pipeline of programme and projects
- Horizon scanning and early identification of emerging issues
- Cooperation and coordination with Greater Brighton & partners
- Consider the cumulative financial impact and financial risks of all the projects
- Act as the constituted body for overseeing Levelling-up Fund bids and funded projects
  
- Consider the progress of major projects undertaken by the Council and advise the Policy & Resources Committee, other Committees or officers as appropriate
- Review major projects having regard to capacity to deliver, corporate priorities and resources and advise the Policy & Resources Committee or other Committees as appropriate.
- To recommend the establishment of a project-specific Board or Working Group to oversee a particular major project where this is considered necessary due to capacity, complexity of the issues or other reasons.

### **4. Definition of Major Projects**

For the purposes of the Strategic Delivery Board, major projects will be any with a citywide strategic impact, and cover those delivered by the range of council

teams including Regeneration and Transport, or those that are overseen by the Planning team. As such the projects will fall into one of two categories:

- (a) Those that involve the Council either as the deliverer, a direct procurer or a facilitator of the provision of a major capital asset and /or regeneration of a site or area; or
- (b) Those not directly involving the Council as landowner but which are of strategic significance to the city, such as the regeneration of a non-Council owned site or the provision of major infrastructure works.

## **5. Reporting**

The Strategic Delivery Board will report to the Policy & Resources Committee or other relevant Committees, with recommendations as necessary.

## **6. Membership**

Membership of the Strategic Delivery Board shall consist of 5 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

No Member may serve on the Board, whether as a substantive or substitute member, unless they have undergone the required training for Board members, providing that training may be provided after Members are appointed and before they take their role.

## **7. Meetings and ways of working**

The timing and number of meetings will be dictated by the volume of business for the Strategic Delivery Board.

The Board will agree ways of working appropriate to the role and remit of the Board.

## **8. Review**

These terms of reference may be reviewed and amended by the Policy & Resources Committee from time to time.

# Brighton & Hove 2030 – ‘Between Downs and Sea We Flourish’

## Regeneration & Investment Plan: 2030 Logic Chain

### Challenges

- ❖ Climate & Biodiversity emergencies
- ❖ Housing supply vs demand
- ❖ Increased inequalities
- ❖ Poor air quality
- ❖ Demographics
- ❖ Areas in need of regeneration

### Policies & Strategies

- ❖ Corporate Plan
- ❖ Community Strategy
- ❖ Circular Economy Route Map
- ❖ Housing Strategy
- ❖ City Plan (parts 1 and 2)
- ❖ Homelessness & Rough Sleeping Strategy
- ❖ Health & Wellbeing Strategy
- ❖ Economic Strategy
- ❖ LTP5 & LCWIP
- ❖ Greater Brighton Digital Strategy
- ❖ Visitor Economy Strategy
- ❖ Seafront Strategy
- ❖ Outdoor Events Strategy
- ❖ Open Spaces Strategy
- ❖ Biosphere Reserve
- ❖ Neighbourhood Plans

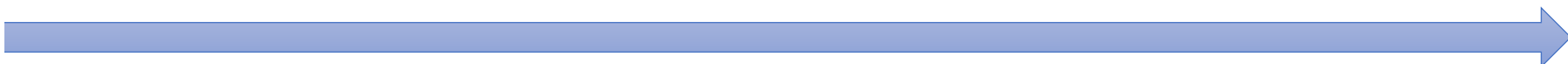
### Programmes & Projects

- ❖ Carbon neutral 2030 programme
- ❖ Seafront / Waterfront regeneration programme
- ❖ Sports facilities investment programme
- ❖ Major projects
- ❖ Housing supply programmes
- ❖ Travel, Transport and infrastructure programmes
- ❖ One Public Estate programme

### Outcomes 2030

- ❖ Carbon Neutral City
- ❖ Climate change resilience & adaptation
- ❖ Ultra Low Emissions Zone, improved air quality & liveable city centre
- ❖ High quality place and public realm
- ❖ New homes delivered
- ❖ Enhanced bio-diversity
- ❖ Regenerated waterfront
- ❖ Vibrant & sustainable economy

2022



2030





# Major Projects Bulletin

February 2022 v1.0

## Royal Pavilion Estate



Proposed scheme

### Background

Heritage Centre Stage is a bold and significant initiative by the Royal Pavilion & Museums (RPM) and Brighton Dome & Festival Ltd (BDBF) to reunite the historic Royal Pavilion Estate. Phase 1 of this ambitious regeneration of the Royal Pavilion Estate (RPE) will deliver a major restoration of the nationally important Grade I listed Corn Exchange & Grade II listed Studio Theatre to enhance audience comfort & help the building operate more efficiently. This will include significant structural improvements that rationalise operations and drive increased revenue surpluses in order to deliver against BDBF's ambitious business plan. Achievement of this plan is central to our vision for the Royal Pavilion Estate and its future contribution to the cultural and economic wellbeing of Brighton & Hove. Phase 2 is now being considered and will aim to deliver significant restoration and improvement works to the Royal Pavilion and Garden.

### Key Facts

**Current stage:** Phase 1 (Corn Exchange & Studio Theatre) works started on site February 2017. The main contractor called in receivers and ceased works on 1 July 2019. Westridge have been appointed as management contractor and works are progressing.

**Partners:** Brighton & Hove City Council, Brighton Dome & Brighton Festival, Arts Council England, Heritage Lottery Fund and Coast to Capital LEP

**Architects:** Feilden Clegg Bradley Studios

**Estimated project value:** £34.8M

### What happened in the last period?

- Continuation of project recovery
- Completion of structural and roof works
- Closing up areas
- Continuing of Mechanical & Electrical installations

### What's going to happen in the next period?

- Fit-out and completion works and commissioning of building systems

### Key Risks

- Increasing cost overruns due to main contractor going into receivership, discoveries on site and COVID 19. Programme slippage resulting in delayed project completion.

### Target Milestones

- Phase 1 works complete August 2022
- Phase 2 works (Garden) SoS 2024
- Phase 2 works (Royal Pavilion) SoS 2025
- Project complete Autumn 2026

## Brighton Waterfront



The Brighton Centre and Churchill Square

### Background

The Council is reviewing the future of the Brighton Centre and potential to refurbish or redevelop. The council has been working with Aberdeen Standard Investments

### Key Facts

#### Current stage:

Project set up and further feasibility – Central site

#### Partners:

Brighton & Hove City Council and Aberdeen Standard Investments

#### Architects & Design Teams:

ACME space and David Leonard Associates – Central site

Mott McDonald, LUC, RPS, NTR – Black Rock site

**Estimated project value:** c£540M

#### Outputs:

- 2,000 jobs
- New venue & conference centre
- New regional retail and leisure destination at Central site
- Improved public realm and urban design
- Housing and office space
- Improved seafront connectivity

#### What happened in the last period?

- Workshops with key partners to explore options for future development

#### What's going to happen in the next period?

- Review of requirements for conference and venue
- Agree next steps for project

#### Key Risks

- Brighton Centre has a substantial impact on the city's economy
- Need to ensure that any re-development meets market and city's needs

#### Target Milestones

- Review of project complete Summer 2022

## Black Rock



Black Rock

## Background

The Black Rock rejuvenation project is the first key stage in the regeneration of the Eastern Seafront. The project is rejuvenating the Black Rock site and preparing it for the future, introducing a new sustainable link to the site, opening up access to the beach and restoring the council's assets in the area.

The de-risking and decontamination works for the Black Rock site via the planning and engagement process has evolved into a regeneration area extending from the site to lower Dukes Mound and will have a significant and long lasting impact in its own right, by creating a more attractive and accessible public realm with new facilities (play area, boardwalk, cafes and sports spaces and spaces for public art) which will animate the area year round.

The second phase of Black Rock will begin once the long term visioning work for the wider Eastern Seafront Masterplan has progressed sufficiently and a new Supplementary Planning Document (SPD) for the Eastern Seafront is agreed following consultation taking place this spring (and aiming for agreement of the SPD in June 2022).

## Key Facts

### Current stage:

Phases 1 Complete

Phase 2 Sea Wall – due to complete in March 22

Phase 3 – due for contract signature subject to final sign off

Phase 4a – Completion in April 2022

Phase 4b – Start on site April 2022 – November 2022

### Partners:

Brighton & Hove City Council and Coast to Capital LEP

### Architects & Design Teams:

Project Management lead - Rose Projects

Civil Engineering – Mott McDonald

Landscape Consultant – LUC

**Estimated project value:** c£14m

## What happened in the last period?

- All plants from Kew (appx. 1200) replanted within Wave “troughs” within shingle to compensate for loss of original wildlife site
- Dukes Mound complete – subject to final signalling (residing with Siemens) and final paving (awaiting materials)
- Negotiation of final contract for Link Road and submission of final Approval in Principle with Highways Team for sign off
- Boardwalk installation and DDA Volks Crossings 50% complete
- Sea wall piling proceeded well and on target for completion in March 2022
- Public Engagement in Dec 7&8 for showcase work to date on Eastern Seafront including Black Rock and Madeira Terraces work to date, and to introduce Eastern Seafront Masterplan Visioning

## What's going to happen in the next period?

- Start on Link Road/Promenade Link following Value Engineering exercise and £3m saving achieved from initial Tender Price
- Start on site for Package 4b (Reading Room and Temple, Dukes Mound Gardens public realm furniture, works to access for Gardens).

## Key Risks - future

- Effectively managing cost risks – which has delayed final contracts to allow management team to achieve fixed price contracts
- Good relations with key stakeholders

## Target Milestones

- Phase completion – Autumn 2022 – Spring 2023 (subject to timescale for approval for final tender)

## King Alfred Development



Current King Alfred Leisure Centre

### Background

The project's primary objective is to replace the current King Alfred Leisure Centre (KALC) with improved, extended, and modern sports facilities, whether on the existing site or elsewhere in the west of the city. Since termination of the previous project at the end of 2019, the Council has completed a thorough review of its sports facilities; their current condition and maintenance costs, facilities provided, latest demands, and investment options. The Sports Facilities Investment Plan (2021-31), approved in July 2021, was developed in order that the future provision of the council's indoor sports facilities can be considered strategically across the city. The redevelopment of the KALC, as the new 'West Hub', is among a number of interrelated projects forming part of the plan.

### Key Facts

#### Current stage:

With the city-wide strategy now in place, the King Alfred Development project is being advanced to a more detailed stage. This work includes development of the sports specification, a full business case, delivery routes, and site location.

**Partners:** Brighton & Hove City Council

#### Outputs:

- Modern sports centre with extended facilities
- New housing
- Commercial/retail space and improved public realm

#### What happened in the last period?

- Building condition survey completed
- Approval of Sports Facilities Investment Plan (SFIP)
- New Member Work Group established to oversee implementation of the SFIP
- Two Member Working Group meetings held with agreement to next steps

#### What's going to happen in the next period?

- West Hub sports facility requirements developed, business case progressed, and alternative site analysis continues.
- Further meeting(s) of Member Working Group to review progress.

#### Key risks

- Continued deterioration of current KALC
- Cost of maintaining existing KALC
- Ensuring Business Case for redevelopment
- Shortage of alternative locations in west of the city
- Difficult national market conditions

#### Target Milestones

- Report progress to Member Working Group: April 2022

## Circus Street



### Background

The former municipal fruit and veg market will become a mixed-use scheme and 'innovation quarter'. The site, approximately a hectare in area, housed the former Municipal Market building, a university building and a car park. Following the decision by the University of Brighton in 2016 to place its plans for a new academic building 'on hold' a revised land deal was agreed between U+I (the developer) the council and the university in 2017, leading to the commencement of construction in summer 2017 of all elements of the development bar the university building. The university intends to develop facilities to meet its needs at a future date.

### Key Facts

**Current stage:** Construction work is complete

**Partners:** U+I plc, SE Dance and Coast to Capital LEP

**Architects:** ShedKM

**Estimated project value:** c£105M

### Outputs:

- 232 jobs
- 142 homes
- 2,046 M<sup>2</sup> Commercial
- 450 Student beds
- Dance Studios (The Dance Space)

### What happened in the last period?

- Practical completion and handover of the final 2 blocks – The Dance Space and the office block.
- South East Dance signed the lease with BHCC and took possession of The Dance Space on 16 Dec 2021

### What's going to happen in the next period?

- Completion of final offsite landscaping works on Carlton Row.
- Final internal fitout works of studios in The Dance Space by South East Dance.

### Key Risks

- None

### Target Milestones

- SED planning to publicly open The Dance Space in July 2022

## Preston Barracks & University of Brighton



The proposed scheme

### Background

Having secured planning consent in late 2017, redevelopment of the former barracks site and adjacent University of Brighton land commenced in 2018 and is now at an advanced stage. The c£200 million GDV Preston Barracks element is part of a comprehensive mixed use regeneration scheme that is transforming this part of Brighton.

The scheme is creating a Northern gateway into the city, with a mix of new homes, office and commercial space, new public realm, and links across the sites. It will also support makers, inventors, engineers and product designers with the use of a diverse workspace in the form of the 'Plus X' entrepreneurial hub.

### Key Facts

**Current stage:** In advanced construction with completion expected by early 2023

**Partners:** University of Brighton, U+I Plc (the developers) and Coast to Capital LEP

**Architects:** Studio Egret West (Preston Barracks) & Hassell (University)

**Estimated project value (Preston Barracks):** c£200M

### Outputs:

- 369 new homes (target 30% affordable)
- c1,300 student beds
- Plus X entrepreneurial hub building (4,645 M2 & 854 jobs over 10 year period)
- Office and retail space
- New university academic space and gym
- Regeneration of a strategic brownfield site and improved public realm

### What happened in the last period?

- 'Plus X' entrepreneurial hub building fully operational.
- Preston Barracks student blocks completed and occupied.
- University of Brighton student blocks completed, and students move in.
- Construction of residential units progressing.
- Bridge works progressing well

### What's going to happen in the next period?

- Completion of link bridge spanning Lewes Road.
- Construction on remainder of site continues.
- Landscaping works completed.

### Key Risks

- Delay to final arrangements for Medical Centre
- Programme slippage

### Target Milestones

- New bridge opens: Spring 2022
- Residential units completed: Summer 2022
- New Medical Centre completed: 2023
- Full development completed: 2023



## New England House



New England House

Fusebox creative space

## Background

New England House is already one of the major hubs for Brighton's thriving Creative, Digital and IT (CDIT) businesses. The building accommodates over 100 businesses that are primarily from this sector. These businesses employ approximately 1,000 people and many more are employed by the companies that form part of their supply chains.

City Deal funding will assist the development of New England House into an improved and expanded facility for nurturing small creative, digital and IT businesses and fusing together people with creative and digital skills. This work will put Brighton firmly on the map as Tech City South.

## Key Facts

**Current stage:** Land deal agreed (subject to planning) with adjacent leaseholder and developer (L&G) which would help secure City Deal outputs

**Partners:** Brighton & Hove City Council, Department of Communities & Local Government (Greater Brighton City Deal)

**Architects:** Brighton & Hove City Council

**Estimated project value:** c£25M

## Outputs:

- Increase office space by minimum of 7,089m<sup>2</sup>
- Repair and refurbish council asset

## What happened in the last period?

- Payment of premium to council by L&G for Longley Lease and ring-fenced for NEH works.
- Agreement from Policy & Resources Committee re. developing detailed designs for refurbishment and extension of New England House, and working on business case

## What's going to happen in the next period?

- Completion of fire survey
- Re-starting design programme
- Engagement with stakeholders including businesses

## Key Risks

- Balancing concerns to maintain affordable rents with need to ensure project viability.
- Successfully addressing a range of planning and transport issues relating to locality.

## Target Milestones

- Restart Design Programme – February 2022

## Homes for Brighton & Hove Joint Venture



### Background

The council is developing a Joint Venture with Hyde Housing to deliver 1,000 homes (500 Living Wage rent and 500 Shared Ownership targeted at local people). The proposal is to establish an equal Joint Venture Limited Liability Partnership (LLP) between Brighton & Hove City Council and Hyde Housing Association. The partners will provide equal funding, totalling £106M, to build new homes for low working households in Brighton & Hove. This will help to further increase the supply of lower rent housing in the city across a range of sites.

### Key Facts

**Current stage:** The project received committee and funding approval in December 2016. Head of Terms are agreed and the Legal documents and Business Plan are currently being reviewed with an aim to launch in summer 2017.

**Partners:** Brighton & Hove City Council and Hyde Housing

**Estimated project value:** £90M

### Outputs:

- 1,000 homes (500 at Living Wage rent & 500 for Shared Ownership)
- Share of annual surplus to the council
- Jobs, training and apprenticeships
- Wider economic and regeneration impacts
- Council Tax revenue

### What happened in the last period?

- Legal agreement for Development Company model
- Appointment of construction partner
- First two projects started on site (Belgrave Centre 104 homes and Coldean Lane 242 homes)
- Golden brick (above ground construction) reached for all blocks
- Meet the contractor events and information distributed to local residents

### What's going to happen in the next period?

- Continuation of works on site
- Business Plan for Homes for Brighton & Hove re-drafted and agreed

### Key Risks

- Public opposition and/or not able to gain planning approval individual projects
- Unable to identify suitable future sites
- Projects not financially viable

### Target Milestones

- Completion of Belgrave Centre Project – Summer 2023
- Completion of Coldean Lane Project – Autumn 2023

## Securing Madeira Terrace for the Future



### Background

The overall proposed scheme involves the restoration and creative reuse of Brighton's iconic Madeira Terrace, raised walkway and associated buildings. Efforts to begin restoration through phased delivery and associated bids have been unsuccessful to date. Following a public petition in March 2019 and public pressure to 'just do something' the team proposed that Members of June 2019's Tourism Development and Culture Committee give support to exploring restoration of 30 arches in 5 phases against limited available funding. To benefit from economies of scale it is estimated that a minimum of 30 arches or more be restored at any one time.

### Key Facts

**Current stage:** Following feedback from Design South East Design Review Panel in Nov 2021 and public engagement days in early Dec2021 a revised Design Brief is underway. The appointed Design Team are preparing all documents required for full planning application submission in Spring 2022.

**Partners:** Brighton & Hove City Council

**Architects:** Purcell

**Estimated total project value:** £24m\* for 151 arches (excluding public realm). Estimated value of Phase 1 £9M

(\* Capital cost estimate based upon Mott McDonald Strategic Outline Business Case 2017)

### Outputs:

- Conservation of the Grade II\* listed structure.
- Conservation of Green Wall with its diversity of plants and habitats

### What happened in the last period?

- Design to RIBA 3
- Design South East design review panel
- Public Engagement events

### What's going to happen in the next period?

- Submission of full Planning Application
- Procurement Strategy agreed

### Key Risks

- Procuring specialist contractors for specialist restoration works
- Increasing costs of materials, increased cost of works
- Green Wall pruning timescales
- Funding for future phases
- Dedicated Comms for Madeira Terrace

### Target Milestones

- Planning submission - Spring 2022

