

Subject:	Brighton Town Hall: City Hall and Civic Office Proposals		
Date of Meeting:	23 March 2017		
Report of:	Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Angela Dymott Ben Miles	Tel: 01273 291450 01273 290336
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 Brighton Town Hall is a landmark of the city. It is centrally located, adjacent to the Customer Service Centre in Bartholomew Square, and accommodates important life events such as wedding ceremonies and the registration of births, deaths and marriages. It is a building of political significance, hosting full council meetings and coordinating electoral events. However, the building is an under occupied and substantial grade two listed structure with ever increasing required maintenance needs.
- 1.2 The report sets out options for continued use of the building, addressing the issues of under-occupancy and increasing maintenance costs. It considers proposals that support growing business and inward investment through the development of a new civic hub, positioning the city internationally.

2. RECOMMENDATIONS:

That Policy, Resources & Growth Committee:

- 2.1 Agrees that Officers continue to develop the Civic Office proposals, including piloting a programme of civic events hosted by the mayor's office, linked to attracting inward investment and supporting key business-related campaigns or policy initiatives.
- 2.2 Agrees that Officers further develop designs and a financial business case to refurbish and modernise Brighton Town Hall to become a multi-sector hub for business growth, international trade, inward investment activity, and destination marketing to position the City as 'open for business', and that the full business case will return to a future Policy, Resource and Growth committee for consideration.

- 2.3 Agrees that Officers design a role and a recruitment process for a number of ‘city ambassadors’: a small pool of council-recognised people drawn from the business sector. Proposals around the ambassador role will developed in consultation with the Leaders Group with a view to the first appointments being made in the 2017/18 municipal year.

3. CONTEXT/ BACKGROUND INFORMATION

Creating a new City Hall – a Civic Hub for the City

- 3.1 An analysis of future options for Brighton Town Hall is detailed in section 4. The preferred option would be to redevelop Brighton Town Hall to create a new City Hall - a civic hub which ensures the council retains ownership of Brighton Town Hall. The building will be redeveloped to make better use of the space, reduce increasing maintenance costs, and support a new civic hub model. The amount of office space required by the council will be reduced in line with Workstyles principles and the needs of the mayoral function. Space no longer required by the council will be made available for commercial use, supporting local business and inward investment.
- 3.2 Potential uses for within a new Civic Hub could include:
- ***A redesigned Economic Growth Unit*** – an opportunity to bring together current functions that seek to drive inclusive economic growth into the new Civic Hub, working in partnership with the Chamber of Commerce and Brighton & Hove Economic Partnership.
 - ***A new Trade, Investment & International relations function*** – the opportunity for the City Hall to provide a focus for activity which seeks to promote investment into the City, support businesses to export, and develop our external relations nationally and internationally. Working with the Economic Growth Unit to build and sustain business confidence, city region profile and enhance the relevance of the City Council
 - ***City Hall as the city’s focal point for trade mission and business events.*** The City Hall would become a hub for business and trade promotion to the advantage of UK based businesses in the city region, of value to UK government, and of interest to potential business participants and sponsors. The programmed events would aim to elevate the city’s international reputation and brand as a place that has an international business orientation, is socially inclusive and attractive to talented people and investors from across the globe in order to improve the well-being of all its residents
 - ***City Hall as the focal point for the City’s destination marketing function.*** The VisitBrighton Office provides destination marketing and convention bureau services for the City, marketing Brighton & Hove and the surrounding area as a destination to domestic and overseas visitors, and selling the City as a destination for conferences, meeting & events. Visit Brighton’s expertise can also be applied to market the city to investors and trading partners.

- ***The Better Brighton & Hove Think Tank in City Hall*** located in Brighton Town Hall. The Think Tank brings together academics from Brighton University and Sussex University and policy experts from Brighton and Hove City Council and other local organisations. Its objectives are:
 - To identify, analyse and propose solutions to major problems in Brighton and Hove
 - To work to encourage the adoption of these solutions to improve the city and
 - To identify and support the realisation of opportunities for the city
 - ***Making best use of the Civic office, working with the Lord Lieutenancy,*** through an agreed programme of activities that aims to support economic growth and inward investment
 - ***Continued space for marriage ceremonies***
 - ***Managed commercial workspace for SMEs*** with business support programme, corporate training facilities and modern conference facilities to maximise use of the council chamber.
 - ***A new 'high end' restaurant and café*** on the Ground floor as part of opening up the new City Hall to ensure that it is more widely used as a Civic Hub.
- 3.3 Over time there may be opportunities to explore collaborations and co-location with other agencies that promote the City economy, such as offering workspace or hot-desks within Brighton City Hall to partners such as Coast to Capital LEP, Department for International Trade, Department for Business, Enterprise and Industrial Strategy, or the Greater Brighton Economic Board.
- 3.4 The first floor of Brighton City Hall could be transformed into accommodation that supports a new Civic Hub. This would include the new mayoral function, lord lieutenant's function, corporate training facilities which could be commercially rented, modern conference facilities which could also be rented, and some commercial office space to be leased.
- 3.5 The ground floor of Brighton Town Hall could be redeveloped into a restaurant and venue for marriage ceremonies or civic receptions. The restaurant could also be used to host dignitaries and entrepreneurs as part of a redefined mayoral function.
- 3.6 The second floor of Brighton Town Hall could be retained as council office space, modernised through Workstyles principles. These offices could be used to accommodate some of the services displaced from other areas of the building. Other services would need to relocate, and their destination would be determined by profiling each service and determining the most appropriate location for them in remaining office stock.
- 3.7 The council chamber would be retained for full council meetings, but should be opened for wider use, for example university lecture space, or public lectures, which would generate additional income.

- 3.8 A set of indicative floor plans (at para 4.3.8) contained in this report show how these different facilities might be accommodated in the building. All of these facilities have potential to generate income for the council.

A refocused Civic Office

- 3.9 A modernised Civic Office could include:

- The development of a revised profile for the Mayoralty that emphasises the role that the mayor can play in supporting the city's economic growth through welcoming international delegations and hosting events that showcase the city as open for business
- An agreed programme of mayoral activities through the municipal year that balances community engagements with events that support economic growth and inward investment
- An agreed annual programme of events hosted by the civic office in partnership with business which seek to promote trade and investment in the city and consider key city challenges
- The appointment of City Ambassadors – drawing upon a small pool of council-recognised influential and articulate people drawn from the business sector, to support and facilitate visits, missions and delegations to the city and take part in pro-active inward investment campaigns
- Closer alignment of the work of the Lord Lieutenancy with activity which promotes the city economy and positions the city as 'open for business'

City Ambassadors

- 3.10 The role of City Ambassador is new and evolving, reframing the relationship between public and private. It is reflected in the government's Industrial Strategy Green Paper (see para 3.13 below), and also in exploratory work at the Local Government Association.

- 3.11 The role aims to provide an opportunity for nominated individuals to represent and promote the interests of the city, this to supplement and add to the work being done by members and officers of the Council. Ambassadors would also be identified based on their expertise and knowledge of their own business sector, for example Arts & Culture; Creative, Digital & IT; Energy and Environmental Technologies; Advanced Engineering; Health and Life Sciences; Tourism and Retail; Languages or Education; Food & Drink; Financial Services; Transport

- 3.12 Ambassadors would aim to:

- help attract inward investment - this may include a role in overseas delegations or missions, representing the interests of the city as a whole;
- engage at regional or national level to represent the interests of their sector and the city/ city region;
- voice the needs of the sector and influence the city's strategic development e.g. planning, skills, property, finance, Chamber of Commerce, Economic Partnership;
- create common ground where companies of different sizes can share information and knowledge in the interests of the sector as a whole;
- create a sense of purpose and direction in the sector to identify and face the challenges of the next few years;

- 3.13 This is a voluntary role which does not involve exercising Council powers. The demand on ambassadors time is not expected to be onerous, but the role might include:
- Occasional attendance at events regionally, nationally or internationally, to represent the city and the sector, to attract investment or influence strategic decision making.
 - Generating ideas for events or promotions here or elsewhere that will improve trade or investment in the sector or the city-region's economy (53% of the city's trade is with the EU);
 - To facilitate collaboration and discussion to take advantage of opportunities, or to address barriers to sectoral growth;
 - To act as a sounding board for the sector – responding to enquiries and representing a collective view on your sector's behalf.
 - To represent the views and interests of their sector at events or meetings where the voice of their sector in the local economy needs to be heard clearly and consistently.
- 3.14 Ambassadors would also develop strong relationships with the Coast to Capital LEP and with the Economic Partnership, and could potentially have a 'city-region' remit. Ambassadors would need to be transparent about potential conflicts of interest and to ensure that transparency is achieved it would be necessary to have some processes in place to achieve this.
- 3.15 There would be some cost implications for the council in administrative support and covering Ambassadors' expenses, which would need to be covered from existing resources. These proposals are evolving and the next steps are likely involve 'soft testing' the role. It is proposed that officers continue to develop the role in consultation with Leaders Group with a view to appointing to recommending that a small number of Ambassadors are appointed as a pilot during the 2017/18 municipal year.

Positioning the City in a changing national and global environment

- 3.16 This report addresses the challenge in the Government's Industrial Strategy Green Paper, that "Competitor economies often have better developed sectoral institutions and stronger local institutions than the UK". There are roles for LEP's and city-regions, but the Green Paper also specifically refers to the local authority as a co-ordinating 'Local Leadership Institution'.
- 3.17 The proposals in this report align with the Green Paper, in particular its chapter on 'Creating the right institutions to bring together sectors and places'. This includes:
- A regional/local role for the Department of International Trade:
 - A review of the location of government agencies and arms-length bodies (including cultural institutions) to support local clusters or private sector growth;
 - A review of whether there is more that can be done to leverage government and research council laboratories to drive local growth;

- Collaboration with and between universities, e.g. for commercialisation, and potentially via the formation of joint investment funds;
- The Green paper also suggests central/local government collaboration “to review how to bring more business expertise into local governance, and improve links between councils and the private sector. An example might be the creation of a modern “Alderman” type of role within local government”. The ‘City Ambassador’ role outlined in para 3.10 above reflects this thinking.
- A ‘balanced scorecard’ approach to maximise the impact of procurement activity.

3.18 The Green Paper as a whole indicates a new broad political consensus for an Industrial Strategy, aimed at growth but also at living standards and low-carbon opportunities. There are also useful chapters on, for example, innovation; trade and inward investment; affordable energy and clean growth; and supporting business. These are all functions within the remit of the proposed Civic Office and Economic growth Unit in the new City Hall.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Do nothing

4.1 Doing nothing, or maintaining the ‘status quo’, would result in an increased annual maintenance costs as the building deteriorates. Planned maintenance works to Brighton Town Hall, other civic, operational and historic buildings is funded through the Corporate Planned Maintenance budget. Like most local authorities, the council faces a backlog in its required maintenance, extreme budget challenges and our small and limited maintenance budgets are inadequate for the need. Financial controls applied in recent years have meant substantial cuts in what can be achieved with the annual programme, that in turn increases our prioritised volumes of required maintenance. There is no provision to increase this as part of the medium term financial strategy. The planned maintenance budget allocation for Brighton Town Hall was £99,600 in 2016-17.

4.2 To reduce the required maintenance need, the building requires planned maintenance works to improve its condition regardless of the future use of the building. Cost consultants value essential works to maintain the external fabric, roof and drains of the building at £2.12m over 5 years. This excludes any internal works and, most significantly, nothing to the mechanical, electrical and water systems within the building all of which are aged.

Commercial use of Brighton Town Hall

4.3 In November 2015 a report was presented to the Leadership Group outlining options for the sale and long-term lease of Brighton Town Hall. The property was valued at a high level and dependent on use between £1.5 million and £3 million, and the report recommended that the disposal of the building be through a long term lease (100-125 years) rather than through a market sale, in order to minimise associated risk and liability issues. Proposals to dispose of the building were rejected by Leaders Group on the grounds that the building is an important part of the city’s political landscape with potential income generation options being preferred.

- 4.4 Various uses for the building were explored with advice from the property market. This included boutique hotels, a spa, a members' clubs, and serviced apartments. The report concluded that these were unlikely to be a suitable use of the building, or yield lower returns than the option of a café restaurant outlined in option 3.
- 4.5 The option of retaining the basement and ground floor of the building for civic use was also explored, but dismissed as the value of the building lies within the street frontage and more ornate spaces on the ground floor.
- 4.6 Given the need to retain some civic office space, and a desire to retain ownership of the building for ceremonial, promotional and political purposes, proposals to sell Brighton Town hall or release it on a long-term lease were rejected by Leadership Group in November 2015.

Brighton Town Hall as a Civic Hub

- 4.7 The preferred option would be to redevelop Brighton Town Hall as a civic hub to ensure the council retains ownership of Brighton Town Hall. The building will be redeveloped to make better use of the space, reduce increasing maintenance costs, and support a new civic hub model. The amount of office space required by the council will be reduced in line with Workstyles principles and the needs of a new mayoral function. Space no longer required by the council will be made available for commercial use, supporting local business and inward investment.
- 4.8 A modernised Civic Office could include:
- The development of a revised profile for the Mayoralty
 - An agreed programme of mayoral activities through the municipal year that balances community engagements with events that support economic growth and inward investment
 - An agreed annual programme of events hosted by the civic office in partnership with business which seek to promote trade and investment in the city and consider key city challenges
 - The appointment of City Ambassadors – drawing upon a small pool of council-recognised influential and articulate people drawn from the business sector, to support and facilitate visits, missions and delegations to the city and take part in pro-active inward investment campaigns
 - Closer alignment of the work of the Lord Lieutenancy with activity which promotes the city economy and positions the city as 'open for business'
- 4.9 Council officers will work with the *A Better Brighton & Hove* think-tank to inform proposals for the building. The high level financial analysis contained in this report is based on an initial scoping exercise and marketing advice from *Fleurets*. Proposals are indicative only and further design detail will be required as part of a full financial business case, to include stakeholder consultation and developing markets.
- 4.10 The initial feasibility floorplans below indicate the potential for each floor in Brighton Town Hall, paying consideration to the limitations associated with a Grade two listed building.

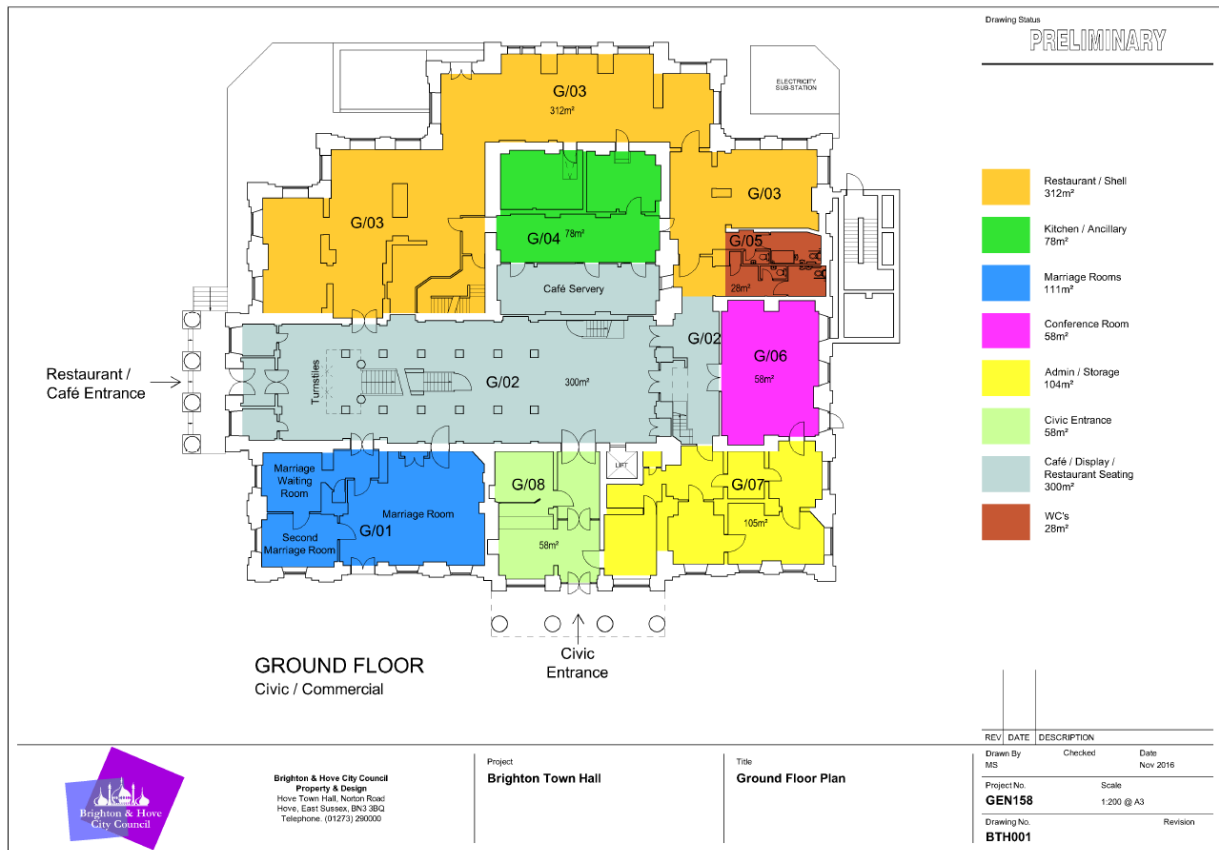
4.11 Teams currently based in Brighton Town Hall are:

- Training Rooms (Revs & Bens/Care First/Workforce Development)
- Visit Brighton
- Revs & Bens
- Registrars
- Electoral Services
- ICT Installs
- Post/Reception
- Unison Office
- Mayor's Office
- Local Land Charges
- Audit
- The Police Museum

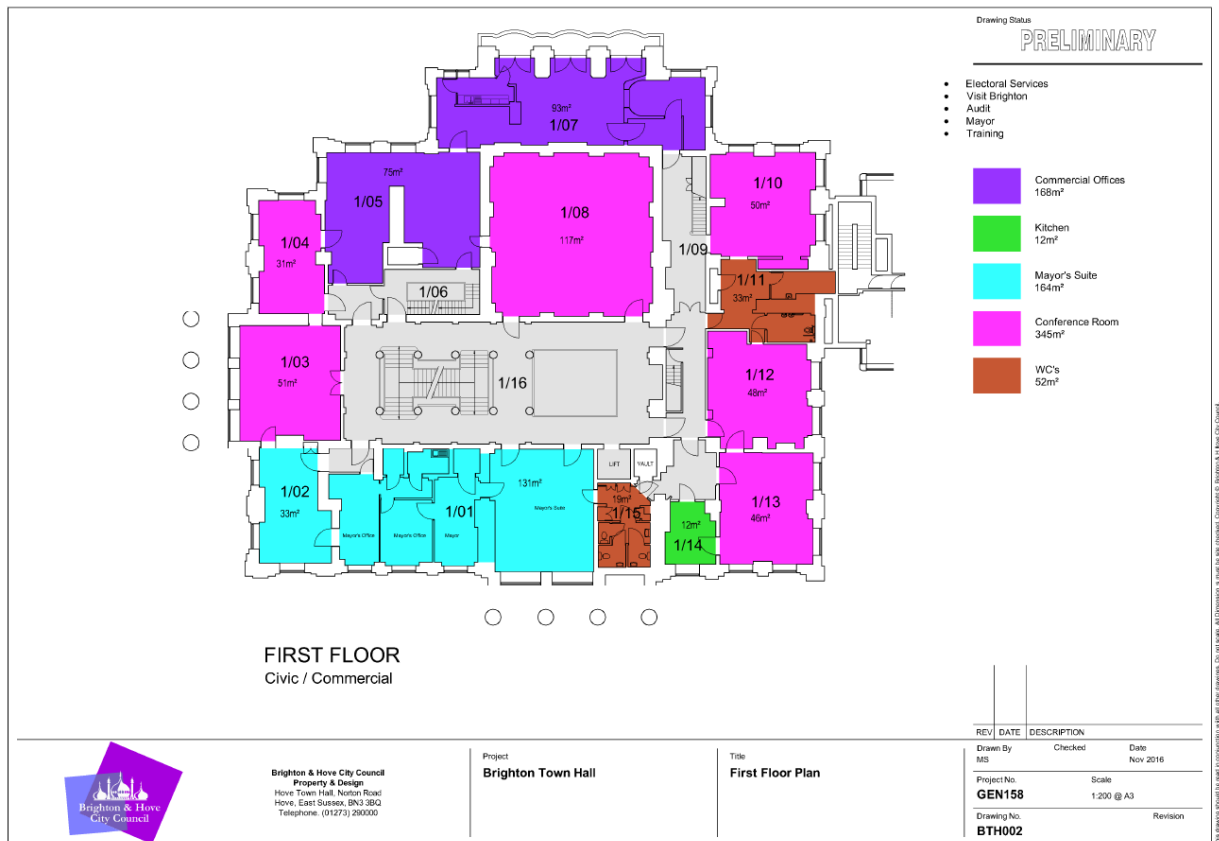
4.12 Displacing some of these services would have an impact on the council's remaining office buildings. The council has reduced its office space by 57% through the Workstyles programme. Further reducing this by releasing parts of BTH as commercial space would put pressure on the occupancy rates of remaining stock. It may be that investment is required to increase capacity in one of the council's remaining buildings e.g. the Housing Centre in Moulsecoomb.

4.13 Occupancy studies are currently being completed on the council's operational buildings, to understand whether there is capacity in any of these buildings to accommodate some services currently based at Brighton Town Hall.

4.14 The floorplans below are indicative of ways which the building could be used. They are conceptual only and other options for the use of the space will need to be fully explored through the development of a full business case.



[Note. Plan above is indicative for illustrative purposes]

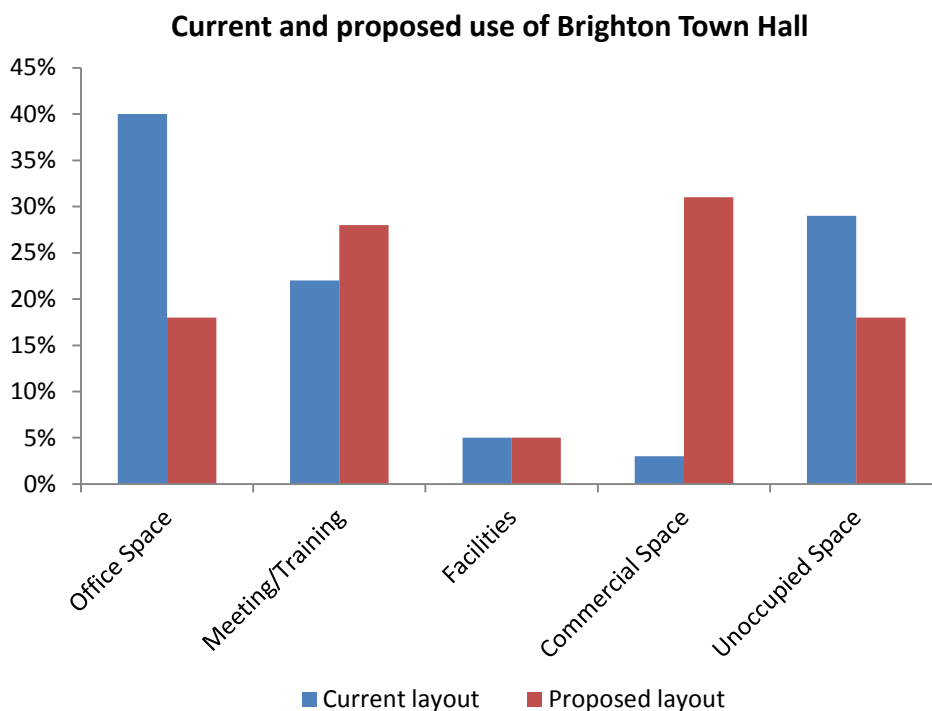


[Note. Plan above is indicative for illustrative purposes]



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4.15 The graph below shows the overall change of use of the building under redevelopment proposals. It is clear that the proposals will reduce the amount of council office space and unoccupied space significantly, at the same time increasing the amount of commercial space significantly. The number of meeting rooms would increase from seven to 12.



*Unoccupied space includes stairwells, foyers, and unoccupied offices

- 4.16 The figures and floorplans outlined above consider the ground, first and second floors of Brighton Town Hall only. The basement currently houses the Police Museum, which would be retained, and a significant amount of ICT infrastructure and storage, together with staff cycle and shower facilities which are used by staff in Bartholomew House. Whilst planned maintenance will improve this floor's condition, it is not considered that this space is suitable for commercial use. Similarly, the third floor has issues with access and fire escape routes. The budget for refurbishment will improve the condition of this floor, but market research suggests the space will not be suitable for commercial leases, therefore these floors have been excluded from the proposals.
- 4.17 The cost consultants have provided an estimate of the anticipated scope of the refurbishment of Brighton Town Hall, including the £2.12m external fabric works, at £7.24m. This option delivers the benefit of making better use of the building, giving it a sustainable future and supporting a new civic hub.

The graph below shows a high level time line for the redevelopment of Brighton Town Hall into a Civic Hub

Task	2017/18				2018/19				2019/20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Full Business Case	■	■										
Committee Approval			■									
Planning				■								
Building Decant					■	■						
Building Redevelopment							■	■	■	■		
Building Repopulated											■	
Civic Hub Opens												■

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Engagement and consultation has been had with internal teams in the council and external bodies as listed:

- The LEP
- Chamber of Commerce
- The Brighton & Hove Economic Partnership
- Better! Brighton & Hove think-tank
- The Universities

The response to each of these consultations has been positive with endorsement for further developing the proposals. Heads of services and teams currently based in Brighton Town Hall, and those that may be moved into Brighton Town Hall under the workstyles programme have been briefed on the proposals and asked to consider any issues in relation to relocating to or from the building. These will be managed through a project risk register and governed through the Workstyles programme board.

- 5.2 Formal consultation will be undertaken with any affected staff and unions in accordance with the Council's policies, if a service redesign or restructure is required for any of the functions that are within scope of the City Hall proposals.

6. CONCLUSION

- 6.1 Without capital investment, and with an inadequate planned maintenance budget, the cost of required maintenance for Brighton Town Hall will increase over time as the building deteriorates. Essential planned maintenance work to the external fabric, roof and drains of the building alone is estimated at over £2,0m over 5 years. Even if this were affordable this significant investment alone would do nothing to address works internally, nor the building's mechanical, electrical and water systems. Furthermore this investment alone would neither provide a solution towards the underuse of the building nor support the development of a civic hub, which has the potential to generate significant income for the City Council.
- 6.2 Additional capital investment is needed to ensure that the interior of the building is redeveloped into a facility that is in keeping with the expectations of a modern city hall. The funding will include investment in ICT infrastructure, and project support for the programme of works and relocation of staff. In line with the council's Corporate Asset Strategy & Asset Management Plan (AMP) redesign of the building and the application of Workstyles principles will ensure that better occupancy of the building is achieved, as well as better use of space.
- 6.3 The inclusion of carefully considered commercial ventures in the building will complement proposals for a new civic hub, which supports business and encourages inward investment. These commercial spaces will not only generate income for the council, but will contribute to the rejuvenation of Bartholomew Square and surrounding area.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 Initial surveys and site evaluations estimate that a capital investment of £8.0m - £10.0m would be required to transform Brighton Town Hall into a new City Hall and Civic Hub. The estimates include costs to refurbish the interior of the building, planned maintenance works, mechanical and electrical services, preliminaries, overheads and profit, design development, ICT infrastructure, project resource costs associated with relocating staff, professional fees and specialist surveys. A contingency of 10% is also included.
- 7.2 High level funding options for the capital investment include capital borrowing, potential contributions from corporate funds and the possibility of grant funding from sources such as the Heritage Lottery Fund.
- 7.3 Rental income of between £0.350m to £0.600m pa is estimated (see paragraphs 7.9 to 7.11) for leasing out space within the Brighton Town Hall Civic Hall. This

could provide funding to meet between £5.0m to £8.8m of capital borrowing with the financing costs being met over a 25-year period.

- 7.4 Previous Workstyles phases have had annual contributions from the Asset Management Fund of £0.750m pa for a three-year period (£2.250m in total). A separate report to this Committee for the Asset Management Fund is on this agenda. Other corporate funding options that could be considered includes contributions from the Modernisation Fund and the Planned Maintenance budgets to assist with liabilities that may ordinarily be met through these routes.
- 7.5 Workstyles Phase 3 project at Hove Town Hall is being finalised and any potential underspend of that budget will be reported to this Committee in the TBM Outturn Report. Any potential underspend could be set aside to assist with the project resourcing costs associated with Workstyles 4.
- 7.6 There is the potential to receive Heritage Lottery Funding (HLF) and further work and testing will be undertaken to establish the possibility of this grant funding. Recent successful bids to HLF include the Rochdale Town Hall project.
- 7.7 Potential income from the building would take two forms: Commercial leases, and day rates for the hire of meeting rooms and training rooms. In addition, the programme would support the following savings and efficiencies:
- Assisting with enabling the Council's Integrated Service and Financial Plans for the services affected by Phase 4,
 - Property Services savings at BTH i.e. reduced Business Rates liability for the Council's corporate landlord budget (passed on to commercial operators), reduced running costs due to more efficient heating, lighting etc.
 - Savings to maintenance programme in the short to medium term with expected investment into much needed repairs and replacement of new roof, cladding, boilers etc estimated at £2.0m over the next 5 years.
 - Staff efficiency / productivity savings enabled by the application of Workstyles principles.
- 7.8 Further detailed analysis will be undertaken to establish the level of potential savings identified above. This will be included in a detailed business case. And subject to sensitivity testing. Potential savings could assist with the Council's future year's budget savings target, set aside to meet potential capital borrowing costs for the capital investment required or ringfenced for reinvestment back into the running costs such as ongoing maintenance for Brighton Town Hall.
- 7.9 Income can potentially be achieved through commercially leasing the ground floor to separate café and restaurant operators. Additional commercial leases for managed office space are achievable elsewhere in the building, but the exact size and value of these leases is dependent on negotiations taking place within the Supporting Business programme. Potential rental income could be set aside to meet borrowing costs associated with any capital investment, subject to the development of a full business case.

- 7.10 Benchmarking of local meeting room and training facility providers indicates a typical rate of £10 - £30 per room, per hour, depending on size of room and quality of infrastructure.
- 7.11 Given existing internal need, it would not be possible to rent out all of the meeting rooms all of the time. The following table shows potential annual income for each floor, depending on how often the rooms are hired out to external customers. A cost of £22,000 pa has been deducted from each value in order to account for administration costs associated with managing a diary of bookings. The actual income generated would depend on the council's internal need and the market demand at any given time. Further market testing will be required and assumptions will need to be worked into a detailed business case.

Area	Occupancy		
	25%	50%	75%
First Floor	£45,200	£112,400	£179,600
Second Floor	£33,200	£88,400	£143,600
Total	£100,400	£222,800	£345,200

- 7.12 In principle, the total potential annual income for the building ranges from £350,000 to £600,000 (office space and restaurant/café rental income, and meeting room hire). Based upon the minimum estimated income of £350,000 pa being achieved, a payback period on a capital investment of between £8m - £10m would be 22 to 28 years. Assuming the maximum income of £600,000 is achieved, a payback period on a capital investment of between £8m - £10m would be 13 to 17 years.
- 7.13 A detailed business case will be prepared and reported back to this Committee if required. The business case will include detailed analysis of capital costs, ICT and project resourcing costs and ongoing revenue implications including income streams and potential revenue savings. Funding options will be explored including the possibility of receiving grant funding from the Heritage Lottery Fund and other sources.

Finance Officer Consulted: Name: Rob Allen

Date: 25/01/17

7.14 Legal Implications:

The redevelopment and repurposing of Brighton Town Hall will necessitate the drawing up of legal agreements, while legal input will be provided to ensure that any commercial activity the Council engages in is rendered compliant. It is envisaged that this will be met from existing resources, although this will be kept under review.

If the Council elects to nominate and to provide support to 'City Ambassadors' – a voluntary role, without formal powers – then this (as well as any changes in the role of Mayor) should be reflected in changes to the Council's constitution. Legal input will also be necessary to ensure that appropriate governance arrangements are set up to support and regulate this new role. Again this will be kept under review as proposals are developed.

Lawyer Consulted:

Name: Victoria Simpson

Date: 22/02/17

Equalities Implications:

- 7.15 All services that need to relocate as part of a Workstyles programme are required to complete an Equalities Impact Assessment. This allows managers to identify any additional support that might be required by their staff. Workstyles project managers will support managers with the implementation of any reasonable adjustments that are required as a result of the EIA.
- 7.16 The proposed redevelopment of Brighton Town Hall includes funds to improve access, AV facilities, and fire escape routes within the building.

Sustainability Implications:

- 7.17 There are opportunities to improve the fuel-efficiency of the building through better insulation, modern heating systems and airflow systems. Potential for EU funding bids to support innovative power solutions are currently being explored and will form a part of the full business case should the recommendations in this report be agreed.

Crime & Disorder Implications:

- 7.18 Security of any Premises affected by redevelopment proposals will be assessed and budgeted for through the development of a full business case. Additional security risks identified will be managed through the project board and programme board governance arrangements.

Risk and Opportunity Management Implications:

- 7.19 Risk workshops will be completed for the project and for each service affected by proposals, alongside Equalities Impact Assessments. High-level risks and mitigation proposals will be included in the full business case should recommendations in this report be agreed. Risks will be managed through the project and programme's governance structure, escalated to Corporate Modernisation Delivery Board as required.

Corporate / Citywide Implications:

- 7.20 Services currently located at Brighton Town Hall will be affected by redevelopment proposals. Occupancy assessments of other council buildings will inform where staff are decanted to for the duration of the works, in order to minimise impact on service delivery and customer service.

