

Subject:	Madeira Terrace Restoration - update		
Date of Meeting:	21st November 2019		
Report of:	Executive Director, Economy, Environment & Culture		
Contact Officer:	Name:	Abigail Hone	Tel: 01273 292163
	Email:	Abigail.Hone@brighton-hove.gov.uk	
Ward(s) affected:	East Brighton; Queen's Park;		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report updates members on the current status of the first phase of the restoration of Madeira Terrace, including the procurement process and responds to the recommendations agreed at [Tourism, Development and Culture Committee \(TDC\)](#) on 20th June 2019. At that committee members agreed to delegate authority to the Executive Director for Economy, Environment & Culture to procure and award a contract for early design stage work (RIBA 0-1) and engineering of 30 out of a total of 151 Madeira Terrace arches. This report sets out that when designs are ready, and costings of construction established, the council will move immediately to deliver the three arches paid for by crowd funding and will not wait for funds to be available to implement 30 arches. Following delivery of the three arches the council will deliver as many arches as possible with the funding available at the time. TDC instructed officers to specify innovative renewable technology such as solar panels and rainwater harvesting so that this is made a priority for any contract award. This will help to reduce costs in the long-term and help the city meet its commitment to achieving a carbon neutral status by 2030.
- 1.2 The report sets out the steps necessary to appoint the design team, the work being done with community stakeholders, and asks members to support a request to Policy & Resources Committee for a Project Board to offer governance for Madeira Terrace.

2. RECOMMENDATIONS:

- 2.1 That the committee notes the current status of the project and the steps taken towards appointment of a design team, a crucial next step in restoration delivery which will start with the three arches.
- 2.2 That the committee recommends to Policy & Resources Committee that it introduces a Project Board, with cross party representation for Madeira Terrace.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The report prepared for [Tourism, Development and Culture Committee](#)

on 20th June 2019 highlighted the complexity in delivering the restoration of Madeira Terrace, and outlined the events and activities shaping the proposed approach to restoration. Approval to appoint a design and engineering team to explore innovative design options for the Terrace was agreed along with an agreed budget of £550K to do so. The same report outlined the council's response to a petition raised by Members of the 'Save Madeira Terraces Raffle Group'. The petition sought a dialogue with the council about which three arches should be renovated using funds raised through the council's successful crowdfunding campaign.

3.2 It was acknowledged in committee that three arches require the same design and engineering work as a larger number of arches so restoring three arches in isolation may be more costly. As such, officers were seeking funding for a more cost effective initial phase to restore 30 arches. The procurement of a design team for 30 arches therefore ensures the delivery of more restored arches can carry on immediately after delivery of three arches paid for by crowd-funding.

3.3 Amended recommendations to the 20th June TDC committee were voted and resolved as follows:

1) That the Committee delegates authority to the Executive Director for Economy, Environment & Culture to procure and award a contract for early design stage work (RIBA 0-1) and engineering of 30 out of a total of 151 Madeira Terrace arches and instructs officers to include a requirement in the contract that the use of innovative renewable technology such as solar panels and rainwater harvesting should be made a priority to reduce costs in the long-term and help the city to meet its commitment to achieving a carbon neutral status by 2030.

2) That the Committee instructs the Executive Director for Economy, Environment & Culture to bring a report to the November committee outlining proposals to use the crowdfunded funds (alongside the allocated council funding if required) to progress plans for the development of an initial three arches - to showcase what is possible and; - to gain a deeper understanding of the technical challenges that may present themselves during the development of subsequent arches; - with the intention that plans are progressed to develop the initial three arches, to similar sustainability standards, without waiting for funds to be available to develop the 30 arches as described in 2.1. This report should contain options for which three arches should be progressed and developed, including an option of the three arches directly outside Concorde 2 and an assessment of the business case for leasing these to Concorde 2 as they have suggested.

3.4 In addressing the first recommendation, expertise, advice and guidance has been sought to scope out professional disciplines required among the design team for the restoration and creative re-use of Madeira Terrace. This scoping work also assists the council to define the skills and expertise necessary to incorporate the use of 'natural capital' available in this part of the city; for Madeira Terrace this is proximity to the sea (potential heat and energy source) and south-facing aspect (solar/solar gain).

- 3.5 In August 2019 Feilden Clegg Bradley Studios (FCBS) helped scope the possible design team structure and reviewed the realism of estimated timescales to deliver the first wave of restored arches. FCBS have also advised on surveys which can be commissioned in advance of design team appointment to expedite the work of the design team once they are in place e.g. full Asbestos Survey, Point Cloud (3D) surveys.
- 3.6 The instruction to officers has also been to include the use of innovative renewable technology such as solar panels and rainwater harvesting to help the city meet its commitment to achieving a carbon neutral status by 2030. In order to achieve this mechanical and electrical engineering aspects of design are likely to include the whole Terrace, then the team will give subsequent consideration to where and how the first 30 arches (including the first three arches awaited by crowd funders) are to be delivered, against other criteria important to the selection of the first 30 such as improving access to the beachfront.
- 3.7 Many technical challenges associated with the existing structure are already known due to regular structural surveys monitoring changes to the fabric of Madeira Terrace and other structural defects. Surveys being scoped in advance of design team appointment will help the design team explore possible design solutions more swiftly.
- 3.8 Producing designs from which costs can be more realistically established will help get the best value for money from contractors appointed to build and restore Madeira Terrace by removing risk and uncertainty. When designs are ready, and costings of construction established, the council will move immediately to deliver the three arches awaited by crowd funders and will not wait for funds to be available to implement 30 arches. Following delivery of the three arches the council will deliver as many arches as possible with the funding available at the time.

Concorde 2

- 3.9 At the beginning of July 2019 officers met with owners of Concorde 2 to establish their business interest in the restoration of the Terrace. Concorde 2 owners understood the current approach of the council to appoint a skilled design team to work through design issues and options for the structure. Both the Concorde 2 owner and promoter were encouraged to nominate themselves to the community led Advisory Panel. Concorde 2 stated they welcome further discussion with the design team when they are appointed.

Project progress to date:

- 3.10 Initiation of the project in its current form began when the TDC committee gave approval for a budget to proceed with the project. Since 20th June 2019 the main priority for officers has been the appointment of a design team.
- 3.11 As stated in 3.5 work to scope an architect led design team has begun. The scale of the design requires that procurement of the design team complies with EU regulations. The procurement process can take a long time, depending on the 'routes to market'. The work with FCBS have also outlined surveys which can be commissioned prior to a design team being in place These surveys would

ordinarily be commissioned by the design team once appointed; the aim of the council has been to expedite the work of the design team as much as possible prior to appointment.

- 3.12 The council has selected conservation architecture experts to advise on the brief for the design team and to assist with the procurement process. This is to ensure the quality of the brief and specification help the council appoint an excellent design team for the first phase of restoration.
- 3.13 Local architect, Duncan Baker Brown will be employed as 'critical friend' to input on how to build circular economy principles into the work of the design team. The circular economy principles contribute to create a design solution which helps deliver the council's 2030 carbon neutral target for the city.
- 3.14 To assist in managing expectations of this committee, officers in the council are keen to maintain momentum on the project and are balancing speed of delivery against the most effective approaches in terms of technical considerations and cost. It is important to note that whatever number and wherever the location of any restoration of any arches the following stages of the project need to be observed:
1. Scope and specify expertise required of design team
 2. Write a procurement specification to tender for the design team
 3. Issue the tender
 4. Appoint the design team

The Council will let multiple contracts for the specialist roles required to form the design team. This could take up to 6 months from tender advertisement. It is anticipated the documentation will be ready to advertise from December 2019 and officers will continue to seek compliant procurement routes which enable appointment of the design team by Spring 2020.

- 3.15 Since end June 2019 new web pages for the project have been in development to create a user friendly web presence for the project where people can find out the latest information on the project. These new pages are due for publication in November 2019.
- 3.16 In early July 2019 an Expression of Interest was submitted to the Local Enterprise Partnership's Local Growth Fund for £500K to support work on designs, however this was not successful.
- 3.17 At the end of August 2019 a workshop was held with Design South East to scope a brief and specification for a masterplanning consultancy to undertake master planning activity for the Eastern Seafront area and produce a Supplementary Planning Document. This piece of work would explore the vision for the Eastern Seafront area, including Madeira Terrace. Officers are discussing the need for increased, dedicated resource and budget for this piece of work if the relevant committee give approval to proceed.
- 3.18 In early Sep 2019 Historic England conducted a site visit and review of the Madeira Terrace listing grade. Madeira Terrace is currently Grade 2 and the

council are seeking a re-grade to Grade 2* Historic England's [initial assessment report](#) has been prepared and is available online.

- 3.19 The restoration of Madeira Terrace needs to respond to not only structural deterioration but also to the end users of the Terrace in a way that is sustainable. Council officers have been working alongside the [Advisory Panel](#) to create shared objectives for the project and on 6th November 2019 a Project Lab, led by Heritage Insider, was held to help capture the aspirations and vision of the local community. Helping to 'put the people into the plans' for the Terrace.
- 3.20 It is proposed that a member led project board be established to offer good governance to the project team in the council and give members better oversight of the project overall. This would be a permanent group. Only Policy & Resources Committee has the power to establish such boards, so a request will go to the 5th December 2019 meeting of that committee, including proposed draft Terms of Reference.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 A 'do nothing' option for Madeira Terrace is considered unacceptable as the current status quo of managed decline costs the council approximately £152K p.a. and means public access to the eastern seafront is restricted.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The fortnightly meetings with resident community stakeholders principally involved in the 'Save Madeira Terraces Raffle Group' continued through to the first Advisory Panel meeting on 10/09/19 after which members from the fortnightly meetings requested these were reduced to monthly before then requesting the meetings were cancelled altogether. Two representatives from Save Madeira terraces raffle group nominated themselves to represent residents' interests on the Advisory Panel.
- 5.2 The Advisory Panel have met twice since formation – 10/09/19 and 17/10/19 and are a group of self-nominated representatives from the community with an interest in the restoration of Madeira Terrace. This panel will work alongside the council in bringing forward the Madeira Terrace restoration. The panel will meet at least quarterly and will represent the following community interest group categories:
- community groups
 - event organisers
 - businesses
 - tourism and travel
 - conservation of built and natural environment

The Panel is intended to act as a 'funnel' for information and perspectives from the community interests represented on the panel in order to work alongside the project team at the council as the project develops and through to delivery on site.

- 5.3 The new web pages for the project will introduce panel members so people can see who is on the panel and putting forward perspectives from various community interests. Working together alongside the council these community members will help shape a coherent vision for the project with shared objectives. These objectives will help everyone involved ‘sense check’ the direction of the project as it evolves. By working in this way aspirations of the community (end users of the Terrace) are aligned with the physical delivery of the restoration..

6. CONCLUSION

- 6.1 This report updates the TECC committee on the current status of the Madeira Terrace restoration and in doing so sets out the steps necessary to appoint the design team, the work being done with community stakeholders and asks members to support at P&R a request to Policy & Resources Committee for a Project Board to offer governance for Madeira Terrace restoration.
- 6.2 Given the high visibility of this type of project it is necessary for members to understand the complexity and timescales associated with project delivery. Gaining the input and perspectives of our diverse community takes time, effort, resource and negotiation.
- 6.3 An estimated timeline has been prepared to accompany the recently updated web pages for the project; this timeline will be kept up to date as the restoration project progresses forming an information resource for public and members of this committee.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications as a result of this report. Capital resources of £2.0m have been approved as part of the Council’s Capital Investment Programme and £0.550m of this was approved at Policy and Resources Committee in June 2019 to support the cost of design works. Separate funding of £0.440m from the Crowdfunding campaign will also support the implementation of the first three arches. Work will continue to identify further investment opportunities to support the project.

Finance Officer Consulted: Rob Allen

Date: 25/10/19

Legal Implications:

- 7.2 In accordance with Part 4 of the Council’s Constitution, TECC is the appropriate decision-making body in respect of the recommendation(s) set out in paragraph 2 above. Where a matter is to be referred to Policy & Resources Committee it will normally be considered first by the Committee with responsibility for the relevant functions or service area before being referred with recommendations to the Policy and Resources Committee for a decision.
- 7.3 The Council’s Constitution allows committees to establish member working groups. Permanent member groups (as opposed to ‘task and finish’ groups, set up on a time-limited basis) may only be established by the Policy and Resources

Committee. The terms of reference of all permanent groups shall be approved by Policy & Resources and included in the Constitution.

- 7.4 The Council is required to comply with the Public Contracts Regulations 2015 in relation to the procurement and award of contracts above the relevant financial thresholds for services, supplies and works. The Council's Contract Standing Orders (CSOs) will also apply. Authority to commence the necessary procurements has already been granted by this Committee.

Lawyer Consulted: Wendy McRae-Smith

Date: 06/11/19

SUPPORTING DOCUMENTATION

Appendices

None

Background Documents

1. 20 June 2019, [Tourism, Development and Culture Committee Report](#)
2. 30 November 2017 [Policy, Resources & Growth Committee Report](#)
3. Seafront Investment Strategy 2016-21
4. [Madeira Drive Regeneration Framework \(Jan 2017\)](#)

