

## Brixham Town Council

<b>Report No:</b>	24a/2018		
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<b>Title:</b>	Brixham Town Hall Regeneration		
<b>To:</b>	Full Council	<b>Date:</b>	13.09.18
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At the last Town Hall Sub Committee meeting, the following recommendations were made by the Town Hall Innovation Working Group:

### **(a) Key stakeholders**

Members of the working group were advised that the only key stakeholder not on the group is a representative of the Brixham Chamber of Commerce. The Clerk advised that she had written to a member of the Chamber responsible for Town Centre to ascertain if they would be interested in joining the group. Unfortunately, a reply has still not been received.

It is recommended that the Council write to the Chair of the Chamber of Commerce and ask if they can arrange for a representative to attend the working group meetings.

### **(b) Name of the project**

It was reported that in order to obtain Heritage Funding, for example, it is important that the working group name reflects the work that they are doing. Members of the working group discussed options and recommend that the group is renamed to Brixham Town Hall Complex Regeneration. At the Town Hall Sub Committee meeting on 3<sup>rd</sup> August it was agreed to change the name to Brixham Town Hall Regeneration Working Group.

### **(c) Employment of a Consultant**

Members were advised that the Clerk was unable to successfully carry this project forward without the need to employ a consultant who specialises in the field and who can project manage the outcomes as follows:

- Outline Project Plan
- Property Strategy
- Proposed Options
- Consultation and Communication Strategy
- Stage 1 Bids

The Clerk and Cllr Carr met with a consultant who is experience in heritage regeneration, funding applications and has worked with both local authorities and town councils. Katharine West was invited and attended the Town Hall Sub Committee and provided information to members on her background and experience.

Katharine West has quoted the Town Council an hourly rate of £35, which is a discount from her standard £50 per hour rate. It is difficult to estimate how many hours will be spent and the Town Hall Sub Committee recommend a maximum expenditure of £1,500.

The following is a proposed working document which once finalised will need to be approved by Full Council with the understanding that it is working flexible document and is subject to change. This flexibility will be key to an approach that can adapt to various funders' requirements.

## **Outline Project Plan**

The appointment of a Project Manager will provide the expertise to progress the project through to Stage 1 bids for Heritage Lottery Funds and other funders (to be identified). The stages proposed below are an outline of the likely areas of work that will need to be completed to formulate proposals that demonstrate a professional approach to the project from the outset.

### **1. Brainstorming**

An initial session with project delivery team (key councillors/ key officers /architect / project manager) will establish agreed parameters within which the project can be progressed.

- Establishing outcomes, constraints, opportunities, milestones
- Defining project team; this will include a delivery team, steering group (Town Hall Regeneration Board) and end-user group.
- Determining key stakeholders; key stakeholders will be categorised so that they are included in communications and consultations at the appropriate time in the project.

### **2. Governance**

The project manager will set up project groups / boards and define their roles and responsibilities and establish regular meeting to secure the effective management of the project.

### **3. Tenant negotiations**

The Project Manager is to lead tenant negotiations with existing users and potential future tenants to inform the Property Strategy. This will ensure that vacant possession can be achieved to facilitate the construction phase, whilst existing users are offered options to remain operational and then relocate into new accommodation provided by the new scheme.

### **4. Option generation**

The Project Manager will scope out the options for internal council approval. The options will include the outline property strategy and physical layout as completed by Kay Elliot Architects.

### **5. Approval**

The Project Manager and members of the delivery team will outline the options in a short presentation to members of Brixham Town Council to gain the requisite approval to

progress to the project through consultation to the generation of bids to HLF and any other funding sources (to be identified).

## **6. Consultation and Communications**

The delivery team will identify the stakeholders that require consultation and communications at key stages in the project.

The preferred option will be taken through a local consultation process. The key stakeholder groups will be consulted. The consultation process will need to be approved by the council.

## **7. Bid Generation**

Most funding applications are a two-stage process and the bids for Brixham Town Hall Regeneration will be stage 1 applications. The Project Manager will co-ordinate the development of these bids. Each application will outline proposals tailored to each of the funders' application and approval processes to ensure the applications have the highest chance of approval.

## **Recommendations**

That Brixham Town Council:

1. employ the services of Katharine West to carry out the project delivery to Stage 1 Bids
2. agree to a maximum level of £1,500 for the above
3. agree to the draft outline project plan and defer further amendments back to Town Hall Sub Committee to monitor and agree