



# BOROUGH OF RUSHMOOR

To the Mayor and Members of the Council,

**YOU ARE HEREBY SUMMONED** to attend a Meeting of the Council to be held at the Princes Hall, Aldershot on **Thursday, 29th July, 2021 at 7.00 pm** for the transaction of the business set out on the Agenda given below.

## A G E N D A

1. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the Ordinary Meeting of the Council held on 24th June, 2021 (copy attached).

2. **MAYOR'S ANNOUNCEMENTS** –

3. **STANDING ORDER 8 - QUESTIONS** –

To receive any questions by Members submitted in pursuance of Standing Order 8 (3).

4. **RECOMMENDATIONS OF THE CABINET –**

To consider the recommendations of the Cabinet in relation to the following items:

- 1) **Southwood SANG Visitor Centre and Cafe Design Development – (Pages 5 - 10)**

To receive a report from the Cabinet (copy attached – Annex 1) which recommends approval of funding to facilitate the design development and planning application stages for a visitor centre and café. Cllr M.J. Tennant, Major Projects and Property Portfolio Holder, will introduce this item.

- 2) **Regenerating Rushmoor Programme - Union Yard Regeneration Scheme – (Pages 11 - 158)**

To receive a report from the Cabinet (copy attached – Annex 2), which seeks approval for funding to amend the Capital Programme. Cllr M.J. Tennant, Major Projects and Property Portfolio Holder, will introduce this item and report on the recommendations from the Cabinet meeting held on 28th July 2021.

5. **QUESTIONS FOR THE CABINET –**

To receive any questions by Members to Cabinet Members submitted in accordance with the Procedure Note.

6. **REPORTS OF CABINET AND COMMITTEES – (Pages 159 - 162)**

To receive and ask questions on the Reports of the following Meetings (copy reports attached):

**Cabinet** 6th July 2021

7. **REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE AND POLICY AND PROJECT ADVISORY BOARD – (Pages 163 - 174)**

To note the Reports of the following meetings (copy reports attached):

Overview and Scrutiny Committee 17th June 2021  
Policy and Project Advisory Board 14th July 2021

A.E. COLVER  
Head of Democracy and Community

Council Offices  
Farnborough  
Hampshire GU14 7JU

Wednesday 21 July 2021



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# BOROUGH OF RUSHMOOR

**MEETING OF THE BOROUGH COUNCIL** held at the Princes Hall, Aldershot on Thursday, 24th June, 2021 at 7.00 pm.

The Worshipful The Mayor (Cllr B.A. Thomas (Chairman))  
The Deputy Mayor (Cllr J.H. Marsh (Vice-Chairman))

Cllr Gaynor Austin  
Cllr Mrs. D.B. Bedford  
Cllr J.B. Canty  
Cllr M.S. Choudhary  
Cllr A.K. Chowdhury  
Cllr R.M. Cooper  
Cllr P.J. Cullum  
Cllr Christine Guinness  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr Nadia Martin  
Cllr T.W. Mitchell  
Cllr K.H. Muschamp  
Cllr M.J. Roberts  
Cllr M.D. Smith  
Cllr P.G. Taylor  
Cllr Nem Thapa

Cllr Jessica Auton  
Cllr Jib Belbase  
Cllr Sue Carter  
Cllr Sophia Choudhary  
Cllr D.E. Clifford  
Cllr P.I.C. Crerar  
Cllr K. Dibble  
Cllr A.J. Halstead  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr Marina Munro  
Cllr Sophie Porter  
Cllr M.L. Sheehan  
Cllr Sarah Spall  
Cllr M.J. Tennant  
Cllr Jacqui Vosper

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman, Cllr A.R. Newell and Cllr C.J. Stewart.

Before the meeting was opened, the Mayor's Chaplain (Reverend Malcolm Cummins) led the meeting in prayers and a period of silence in memory of former councillors Roland Dibbs and Shelagh Stephenson who had passed away the previous week.

## 9. MINUTES

It was MOVED by Cllr K.H. Muschamp; SECONDED by Cllr P.G. Taylor and

**RESOLVED:** That the Minutes of the Annual Meeting of the Council held on 25th May 2021 (copy having been circulated previously) be taken as read, approved and signed as a correct record.

## 10. MAYOR'S ANNOUNCEMENTS

- (1) The Mayor reported that, on 21st June 2021, the Armed Forces Day flag was raised in Princes Gardens, Aldershot. He stated that he and the Mayoress had been joined by the Deputy-Lieutenant of Hampshire (Lieutenant General Sir

Mark Mans), the Garrison Commander (Lieutenant Colonel Nick Burley), the Mayor's Chaplain (Reverend Malcolm Cummins), Deputy Leader (Cllr Ken Muschamp), Military Champion (Cllr Jacqui Vosper), Shadow Military Champion (Cllr Nadia Martin), together with Standard Bearers from the Aldershot and Farnborough Branches of the Royal British Legion. The flag would be flown until the end of Armed Forces Day on 26th June 2021.

The Mayor advised the Council that 'beacons of light' would be beamed from the roofs of six buildings across Aldershot town centre during the evening of 26th June. The idea behind this was that people from around the area could celebrate and pay their respects to the Armed Forces without having to leave their gardens or be part of a large crowd. In addition to this, Princes Hall and the bandstand in Princes Gardens would be lit up. The bandstand would contain a schools' arts project over the weekend of 26th and 27th June 2021.

- (2) The Mayor reported that he had been delighted to cut the ribbon at the re-opening of the North Town Post Office and the formal opening of the coffee shop there. There were a number of other guests present, including Peter Gordon of BBC Radio Surrey, local Ward Councillors (Keith Dibble, Gaynor Austin and Sarah Spall) and a number of distinguished guests from the Nepali community. On behalf of the Council, the Mayor wished Mr Dhan Sarki every success for the future.
- (3) The Mayor advised Members that the first meeting of his Charity Committee had been held the previous week. A programme of events was being put together – Covid restrictions permitting. In particular, he drew Members' attention to:
  - Two Mayoress's Afternoon Tea events on Friday 10th December 2021 and Wednesday 6th April 2022
  - The Mayor's Charity Ball on Friday 11th March 2022
  - A charity golf day would be organised – date to be finalised
- (4) Now that the Council could meet in person, it was the first opportunity that the Council had to present Cllr Sue Carter with her Past Mayor's Badge and Scroll signifying the Council's resolution on her Mayoral Year of 2019-2020. The Mayor called Cllr Carter forward to collect her Past Mayor's Badge, as Past Mayor's Consort Badge for her husband, Mr Ian White, and the framed scroll.

Cllr Sue Carter addressed the Council with some words of thanks and some memories of her Mayoral Year.

## 11. **STANDING ORDER 8 - QUESTIONS**

The Mayor reported that no questions had been submitted under Standing Order 8.

## 12. RECOMMENDATIONS OF THE CABINET AND COMMITTEES

### (1) Council Business Plan 2021 – 2024

The Leader of the Council (Cllr D.E. Clifford) introduced the Report of the Cabinet Meeting held on 8th June 2021, which recommended the approval of the Council's three-year Business Plan - April 2021 to March 2024, as set out in Annex A to the Report.

It was MOVED by Cllr D.E. Clifford; SECONDED by Cllr K.H. Muschamp - That approval be given to the recommendation as set out in the Report.

On a Recorded Vote, there voted FOR: Cllrs Jessica Auton, Mrs. D.B. Bedford, J. Belbase, J.B. Canty, Sue Carter, M.S. Choudhary, Sophia Choudhary, A.K. Chowdhury, D.E. Clifford, R.M Cooper, P.I.C. Crerar, P.J. Cullum, M. Hope, L. Jeffers, Prabesh KC, Mara Makunura, S.J. Masterson, Marina Munro, K.H. Muschamp, M.L. Sheehan, M.D. Smith, P.G. Taylor, M.J. Tennant, N. Thapa, Jacqui Vosper and the Deputy Mayor (Cllr J.H. Marsh) (26); AGAINST: 0; ABSTAINED: Cllrs. Gaynor Austin, K. Dibble, Christine Guinness, A.J. Halstead, Nadia Martin, T.W. Mitchell, Sophie Porter, M.J. Roberts, Sarah Spall and the Mayor (Cllr. B.A. Thomas) (10) and the Recommendation was **DECLARED CARRIED**.

### (2) Introduction of Weekly Food Waste Collection Service

The Portfolio Holder for Operational Services (Cllr. M.L. Sheehan) introduced the Report of the Cabinet meeting held on 8th June 2021, which recommended the approval of an additional revenue budget of £90,000 in 2021/22 to facilitate the roll out of the food waste collection service and to note that the financial impact of these changes in future financial years would need to be addressed in the 2022/23 budget setting process.

It was MOVED by Cllr M.L. Sheehan; SECONDED by Cllr M.J. Tennant – That approval be given to an additional revenue budget of £90,000 in 2021/22 to facilitate the roll out of the food waste collection service.

There voted FOR: 35; AGAINST: 0 and the Recommendation was **DECLARED CARRIED**.

### (3) Pay Policy Statement

The Chairman of the Corporate Governance, Audit and Standards Committee (Cllr Sue Carter) introduced the Report of the Committee meeting held on 27th May 2021, which recommended approval of the Pay Policy Statement for 2021/22, as set out in the Appendix to the Report.

It was MOVED by Cllr Sue Carter; SECONDED by Cllr P.J. Cullum – That approval be given to the Pay Policy Statement for 2021/22 as set out in the Appendix to the Report.

During discussion, it was **MOVED** by Cllr P.G. Taylor; **SECONDED** by Cllr Christine Guinness – That the recommendation be amended by adding the following wording:

“In light of the contents of the statutory Pay Policy Statement, the Overview and Scrutiny Committee be requested to undertake a review of the structure and application of the Council’s pay policies to make sure that they meet the equitable requirements of the Council’s taxpayers.”

The proposed Amendment received the support of the Council and, with the consent of Cllr Sue Carter and Cllr Peter Cullum as Mover and Seconder of the original Motion, the Amendment was incorporated in the recommendation as the Substantive Motion.

After a period of debate, the Motion was put to the Meeting. There voted **FOR: 34; AGAINST: 0** and the amended Recommendation was **DECLARED CARRIED** and it was

**RESOLVED:** That

- (i) The Pay Policy Statement for 2021/22, as set out in Appendix A to the Report, be approved; and
- (ii) In light of the contents of the statutory Pay Policy Statement, the Overview and Scrutiny Committee be requested to undertake a review of the structure and application of the Council’s pay policies to make sure that they meet the equitable requirements of the Council’s taxpayers.

### 13. **QUESTIONS FOR THE CABINET**

The Mayor reported that no questions had been submitted for response by the Cabinet.

### 14. **REPORTS OF CABINET AND COMMITTEES**

**RESOLVED:** That the Reports of the following meetings be received:

|                                                     |                 |
|-----------------------------------------------------|-----------------|
| Cabinet                                             | 20th April 2021 |
| Cabinet                                             | 8th June 2021   |
| Development Management Committee                    | 21st April 2021 |
| Development Management Committee                    | 26th May 2021   |
| Corporate Governance, Audit and Standards Committee | 27th May 2021   |

### 15. **REPORT OF POLICY AND PROJECT ADVISORY BOARD**

**RESOLVED:** That the Report of the meeting of the Policy and Project Advisory Board held on 9th June 2021 be received.

The meeting closed at 8.20 pm.

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## ANNEX 1

## COUNCIL MEETING – 29TH JULY 2021

## AGENDA ITEM NO. 4 (1)

## SOUTHWOOD SANG VISITOR CENTRE AND CAFÉ DESIGN DEVELOPMENT

A report from the meeting of the Cabinet held on 6th July, 2021

**SUMMARY:**

This report requests the approval of funding and the procurement of the professional team to progress design development for the Southwood SANG Visitor Centre and Café.

**The Council is recommended to** approve that £126,000 be allocated from the Stability and Resilience Reserve to facilitate the design development and planning application for the Visitor Centre and Café.

Subject to the 2020/21 outturn position, alternative funding may be available and will replace funding from the Stability & Resilience reserve.

**1. INTRODUCTION**

- 1.1 The purpose of this report is to seek approval to proceed with design development for the SANG Visitor Centre and Café at Southwood Country Park following an initial feasibility study.

**2. BACKGROUND**

- 2.1 In 2017, Cabinet resolved that Southwood Golf Club be closed to provide Suitable Alternative Natural Greenspace (SANG) in order to create natural open space and to mitigate the impact of new housing on the Special Protection Area (SPA). The new SANG would be called Southwood Country Park and the creation and management of the SANG would be funded through developer contributions.
- 2.2 Officers have been working with the Portfolio Holders and Deputy Leader to consider options for the former Golf Club buildings which could include a visitor centre, toilets, rangers' office, and education space, funded through developer contributions. The original SANG budget allocated £200,000 for SANG related accommodation but it is considered that up to £600,000 could be made available within the overall funding for the SANG.

- 2.3 There is an aspiration to enhance this with a café. This element would not be funded by developer contributions as it is not an eligible cost and therefore any capital investment would be based on a business case which demonstrates the return-on-investment for this aspect.
- 2.4 Soft market testing has been undertaken with several Café Operators including two with experience of running facilities in Country Parks to understand the financial model and viability of the investment. The feedback was that, to ensure the quality of the provision as part of offers and to secure a long-term relationship with a provider, a turnover-based rent will be necessary as part of the arrangement.

### **3. DETAILS OF THE PROPOSAL**

#### **General**

- 3.1 To progress the scheme, it is necessary to develop the detailed design. Several options have been assessed at high-level as part of developing the initial feasibility and Outline Business Case. To reduce cost, it is anticipated that the project will use as much of the existing building as possible.
- 3.2 The SANG Visitor Centre elements are funded via developer contributions up to a maximum of £600,000. This money has not been received by the Council due to delays in development. It was originally anticipated that a substantial proportion of this funding would be received in 2022/23. However, the Union St development that will contribute £962,526 of the SANG funding is now due to be occupied in 2024 prior to which the SANG payment must be made. Currently £59,701 from another development has been received with a further equal sum expected within the next 12 months together with £18,670 from a further development. Further allocations and receipts are expected between now and 2024 on smaller developments. These SANG payments must fund not only SANG accommodation but also the environmental improvement, management, and maintenance of the park. Therefore, the funding of the SANG visitor centre elements are likely to require forward funding until 2024.
- 3.3 Consideration has been given to the appropriateness of providing a flat on site. Provision of accommodation within the park would not be in accordance with planning policy unless related to and necessary for, the management of the park. Security does not constitute a matter that can be considered in these circumstances. Early soft market testing with external SANG operators suggested that provision of tied accommodation was likely to be disadvantageous in attracting employees with the management skills required for the Country Park as, from previous experience, providers have had difficulties with finding suitable occupants for such accommodation. Although there is a financial case if this unit could be occupied in terms of return compared to capital cost, this would be a risk to the provider and the Council if unoccupied. While, from a security perspective, there are attractions to the provision of accommodation the planning and the associated capital finance risk of not having revenue generated from the flat, based upon planning officer comments in relation to restricted use, means that it is not proposed to include

a residential unit within the suggested development. In designing the premises and planning the management of security will, therefore, need to be an important consideration and the costs included within the final business case.

- 3.4 An Outline Business Case has been developed based on a return-on-investment model of 5% per annum return on capital investment with time for scaling-up (i.e.,30 year pay back). This includes an element for MRP within the debt profile.
- 3.5 The Outline Business Case has used a baseline rent of £12,000 p/a plus 5% of turnover estimated at £18,000 per annum, based upon soft market testing. This generates a maximum capital funding envelope of £600,000.00 for the development of Café facilities alongside the Visitor Centre and therefore an overall maximum capital envelope of £1,200,000 for project delivery.

### **Alternative Options**

- 3.6 There is an option to develop the SANG Visitor Centre facilities without a Café within the allocated £600,000 funding from developer contributions. While this would reduce Capital investment and risk to the Council, the combined Visitor Centre and Café is identified as a priority for Place within the Council Business Plan and generally this type of facility supports a cafe.
- 3.7 The creation of Southwood Country Park is a significant amenity for residents across the Borough and has already attracted considerable visitor numbers without any facilities. There is an aspiration to maximise visitor numbers and enhance the visitor experience by offering a high-quality café on the site subject to business case.
- 3.8 There are several SANG/SPA facilities which have a similar offer who have seen a significant uptake in visitor numbers following investment in an on-site café and an overall enhancement to the value of the local amenity.

## **4. IMPLICATIONS**

### **Risks**

- 4.1 Through the soft market testing exercise for SANG operators, we have established that most Country Park operators consider the provision of a café on added amenity value terms rather than business case viability. Accordingly, there are no external benchmarks readily available and there is a risk that the Café will not achieve the turnover projected in the business case. Based upon the soft market testing this risk is low due to the visitor numbers already using the Park as well as Southwood Woodland who would also access the Café.
- 4.2 The substantial developer contributions which will fund the development of the SANG Visitor Centre have been delayed until 2024 and there remains the risk that there could be further delay. This means that the Council will need to forward-fund this element if the project proceeds.

- 4.3 The soft market testing evidenced interest from café operators in the facility. We intend to secure terms for a letting to an operator early in the design process to ensure input into design development subject to a final decision on funding and planning permission for the project.
- 4.4 There are several exclusions in the project cost estimate (e.g., fit out of café) and agreement as to how these will be met will form part of the letting terms negotiation. A review of site security options still has to be completed to avoid significant ongoing revenue cost.
- 4.5 Detailed surveys have not been undertaken, however, as the intention is to use much of the existing foundation and footings and lightweight timber construction, we believe that the risk of abnormal costs on the project are relatively low.

### **Legal Implications**

- 4.6 The agreement for lease will be conditional on grant of planning permission and approval of capital funding for the project.

### **Financial and Resource Implications**

- 4.7 The concept design has an indicative cost of approximately £1,200,000. This is an estimate only at this stage; however, it is anticipated that this would be a maximum Capital funding requirement as the project will look to utilise as much of the existing building as possible to reduce costs.
- 4.8 A Final Business Case will be developed to support the decision to progress the scheme following the next stage (design and planning). Visitor counters have now been installed at the site to provide better data to inform this.
- 4.9 The Council is recommended by Cabinet to approve an allocation of £126,000 from the Stability and Resilience reserve to progress detailed design and planning in the next phase. Subject to the 2020/21 final outturn, alternative funding will be identified to reduce the pressure on the Stability and Resilience reserve.
- 4.10 It is worth noting that expenditure on the design and planning stage is at risk. The Council has not received any significant SANG receipts and it will need to fund all elements of the project until such a point that SANG adequate SANG receipts have been received to fund eligible expenditure. In the short-term, the Council will need to finance any expenditure from the Stability and Resilience reserve but will seek to identify alternative funding streams to mitigate the impact on this reserve over the MTFs period.

### **Equalities Impact Implications**

- 4.11 There are no known Equalities Impact Implications arising from this report.

## **5. CONCLUSIONS**

- 5.1 Development of a Visitor Centre and Café at Southwood Country Park is identified as a priority for Place in the Council Business Plan. An Outline Business Case has been developed to understand the capital investment required to fund the Café element of the scheme and the return-on-investment model that would support this.
- 5.2 Based on soft market testing, concept design development and indicative cost estimates, it is anticipated that the Capital investment would pay back over a maximum 30-year period.
- 5.3 In order to progress the scheme and a Final Business Case, detailed design work is required. The anticipated costs for design and professional fees up to contract award (and Final Business Case) is £126,000.
- 5.4 This investment is at risk if the scheme does not go ahead.

M.J. TENNANT  
PORTFOLIO HOLDER  
MAJOR PROJECTS AND PROPERTY

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## ANNEX 2

## COUNCIL MEETING – 29TH JULY 2021

## AGENDA ITEM NO. 4 (2)

REGENERATING RUSHMOOR PROGRAMME – UNION YARD  
REGENERATION SCHEME

## 1. INTRODUCTION AND PROPOSALS

- 1.1 On 28th July the Cabinet will be considering a report setting out the further due diligence, financial modelling and risk update that has been undertaken since the Cabinet decision in April (RP2103) to proceed with the interim stage of the Union Yard development.
- 1.2 The [Cabinet report](#) is attached (Appendix 1), and Members have also been invited to a briefing on the 22nd July with the Council's advisors. In the report, the Cabinet is being requested to:
1. Note the outcomes of the further due diligence set out in this report and in the reports by Grant Thornton UK LLP (GT) and Lambert Smith Hampton Investment Management (LSHIM) in respect of development viability and financial modelling;
  2. Agree to proceed with the Union Yard scheme on the basis of a fixed price contract with the proposed project budget set out at exempt Appendix E comprising the direct and indirect costs and recommend to Council to amend the capital programme accordingly;
  3. Agree to enter into contract with Hill Partnerships Limited by means of a JCT Design and Build contract for the delivery of the scheme;
  4. Consider the proposals and cost implications relating to energy efficiency improvements that can be achieved from further changes to the scheme design and agree any variations;
  5. Agrees to the establishment of a Union Yard Project Board for the next stage of the project. The Board to include the Major Property and Projects Portfolio Holder, the Corporate Services Portfolio Holder and the Leader of the Labour Group to work alongside officers in providing oversight on the delivery of the consented scheme;
  6. Recommended the Council to delegate authority to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with Council's decision regarding the scheme.
  7. Note the next steps.

- 1.3 The Cabinet decision will be reported at the Council meeting but if the Cabinet agree the report as recommended, the role of the Council in the Union Street decision is to agree to make the funding available through agreeing changes to the Capital Programme. These changes will then require an update to the Council's Treasury Management Strategy and associated prudential indicators.

## 2. **RECOMMENDATION**

Subject to the Cabinet decision on 28th July, the Council is **RECOMMENDED to:**

- i) Amend the Council's Capital Programme to put in place a budget to enable the Council to proceed with the Union Yard Scheme. The budget to be set in line with the project costs set out in Exempt Appendix E of the Cabinet report attached.
- ii) Delegate authority to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with Council's decision regarding the scheme.

M.J. TENNANT  
PORTFOLIO HOLDER  
MAJOR PROJECTS AND PROPERTY



CABINET

COUNCILLOR MARTIN TENNANT  
MAJOR PROJECTS AND PROPERTY  
PORTFOLIO HOLDER

28<sup>th</sup> JULY 2021

REPORT NO. RP2106

KEY DECISION: YES

**REGENERATING RUSHMOOR PROGRAMME – UNION YARD  
REGENERATION SCHEME**

**SUMMARY AND RECOMMENDATIONS:**

**SUMMARY:**

This report sets out the further due diligence and financial modelling that has been undertaken since the report considered by Cabinet in April (RP2103) in respect of the Union Yard scheme and updates the project risks. The report principally seeks a recommendation to Council for the funding to proceed with the main build contract and Cabinet approval to enter into contract with Hill Partnerships Limited.

**RECOMMENDATION:**

That Cabinet:

1. Note the outcomes of the further due diligence set out in this report and in the reports by Grant Thornton UK LLP (GT) and Lambert Smith Hampton Investment Management (LSHIM) in respect of development viability and financial modelling;
2. Agree to proceed with the Union Yard scheme on the basis of a fixed price contract with the proposed project budget set out at exempt Appendix E comprising the direct and indirect costs and recommend to Council to amend the capital programme accordingly;
3. Agree to enter into contract with Hill Partnerships Limited by means of a JCT Design and Build contract for the delivery of the scheme;
4. Consider the proposals and cost implications relating to energy efficiency improvements that can be achieved from further changes to the scheme design and agree any variations;

5. Agrees to the establishment of a Union Yard Project Board for the next stage of the project. The Board to include the Major Property and Projects Portfolio Holder, the Corporate Services Portfolio Holder and the Leader of the Labour Group to work alongside officers in providing oversight on the delivery of the consented scheme;
6. Recommended the Council to delegate authority to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with Council's decision regarding the scheme.
7. Note the next steps.

## **1. INTRODUCTION**

- 1.1. The Cabinet meeting held on the 20th April considered a substantial report setting out due diligence work that had been undertaken to date in relation to the Union Street redevelopment, now known as Union Yard. At that meeting, Cabinet agreed to move forward to the next stage of development and the appointment of Hill Partnerships Limited for technical design and site preliminary works. Cabinet also agreed that up to £2.2m Housing Infrastructure Fund grant funding be used to cover the costs associated with RIBA Stage 4: Technical Design and preliminary works associated with the consented scheme in order to minimise delay in the delivery of the scheme.
- 1.2. Cabinet noted the next steps and that a further report would be presented to Cabinet in due course to enable a final decision to proceed with the scheme with a recommendation to Council to approve further capital expenditure required to deliver the Union Street development.
- 1.3. This report sets out the further due diligence and financial modelling that has been undertaken since the April report and updates the project risks. It seeks the necessary financial approvals to proceed with the main build contract and seeks to establish the appropriate project governance required in order to provide oversight and manage risk as the build progresses.

## **2. BACKGROUND**

- 2.1. The regeneration of Aldershot Town Centre is a corporate priority and Union Street is identified as a key site allocation for regeneration within the Rushmoor Local Plan (adopted February 2019) and the Aldershot Prospectus SPD. It has formed part of the portfolio of sites being progressed by the RDP since its inception in late 2018.
- 2.2. Following Cabinet approval (RP2005), a planning application was submitted to the Local Authority by the RDP on the 4<sup>th</sup> March 2020 for a mixed use scheme comprising 100 residential units, purpose built student

accommodation (PBSA) (128-bed spaces) for the University for the Creative Arts (UCA) and ground floor commercial uses (2,237sqm GEA) focused around a 'Creators Yard'. The submission followed on from a period of public consultation in January/February 2020, with two public drop-in sessions held in Aldershot town centre on the 16th and 18th January. From the responses received to the feedback forms, approximately 80% of respondents supported the proposals that were presented and 97% agreed that Aldershot town centre needs regeneration.

- 2.3. The planning application was validated on the 6<sup>th</sup> March 2020 and was considered by Development Management Committee at its meeting on 24 June 2020 and agreed subject to suitable legal agreements to secure the required planning obligations.
- 2.4. Cabinet Report RP2008 set out that the detailed Project Plan associated with the Union Street scheme from the Rushmoor Development Partnership (RDP) was being considered and due diligence was commencing on matters including commercial, property, legal and finance assumptions and procurement options associated with the delivery of the scheme.
- 2.5. Cabinet approved (RP2011) the procurement of demolition works by means of a procurement framework either as a direct award or through a mini competition. The Southern Housing Group Framework was identified as an appropriate route and a Briefing Document was issued to the companies registered on the framework lot. Only one company expressed an intention to submit a proposal, Hill Partnerships Limited, who were subsequently identified as the preferred partner to oversee the works.
- 2.6. The demolition works are underway (contract commenced 1<sup>st</sup> February 2021) and are due to conclude by the end of October 2021 taking account of further site preliminary works to continue through to construction start on site as approved (RP2103).
- 2.7. The Council is also progressing the technical design phase of works following approval from Cabinet to proceed (RP2103) and has appointed consultancy Bailey Garner as Employer's Agent.

### **3. PROGRESS UPDATE**

- 3.1. Cabinet report RP2103 identified that the following further decisions would be required in order for the Council to make its final decisions to proceed with the scheme:
  - (1) Further certainty in relation to the construction cost;
  - (2) Future lease/sale arrangements with Rushmoor Homes Limited (RHL);
  - (3) Future lease arrangements with registered providers have moved forward;
  - (4) Further work on the options for management and letting of the student accommodation have been progressed; and

(5) The procurement and contract arrangements in respect of construction and development have been concluded.

- 3.2. In respect of (2) above, RHL have received a formal request from the Council to submit a bid for the 82 private units within the scheme. RHL are currently updating their financial model and will provide this information in due course. It is considered that the original offered sum (£15m) provides sufficient certainty for the purposes of proceeding with the main build contract.
- 3.3. In respect of (3), Cabinet agreed at 8<sup>th</sup> July to proceed with a disposal of a long lease to Funding Affordable Homes, a Social Impact Investment Company which partners Registered Providers to deliver and manage affordable housing.
- 3.4. Items (1), (4) and (5) are dealt with in the following sections of this report.

#### Construction costs

- 3.5. The Council is working with Bailey Garner to develop the employers requirements and specification in order to finalise construction costs on the basis of a fixed price contract. That will be confirmed by Hill Partnerships by the 23 July and will be reviewed by Bailey Garner in their role as Employer's Agent for the Council. This figure will be reported to Cabinet at the meeting but is expected to be within the range of costs factored into the updated due diligence undertaken by GT and LSHIM, described in section 4 below.

#### Student Accommodation

- 3.6. Following the University for the Creative Arts (UCA) withdrawal from lease negotiations, the Council undertook further due diligence on student accommodation in order to consider whether there was merit in proceeding in the absence of a long lease with an institution. The outputs from this due diligence were considered as part of the RP2103 report and subsequently passed on to LSH/GT to consider as part of their revised due diligence as covered off below.

#### Construction Procurement and Contract Arrangements

- 3.7. In respect of (5), the RP2103 report set out that in order to meet a start on site target within the calendar year, the most effective route to take would be a direct award from an appropriate framework i.e. without seeking competitive tenders from some or all framework contractors). Cabinet agreed to move forward with a pre-construction services agreement (PCSA) with Hill Partnerships Limited by way of a direct award via the Catalyst Framework.
- 3.8. It is recommended that the Council utilise the Catalyst Framework to enter into the main JCT Design and Build contract with Hill Partnerships Limited in order to meet the start on site target and ensure that the Council can make full use of external funding secured to assist with the delivery of the scheme.

From a value for money perspective, as part of the due diligence, Gleeds advised that the construction costs proposed by Hill represented value for money. Hill has also been working closely with the RDP on developing the scheme to date, providing input on pre-planning to ensure that the proposals are buildable. As such, comfort can be taken from the fact that the cost schedule has been informed by prior knowledge of the site context and aspirations. The fixed price cost schedule associated with the main build will be validated by Bailey Garner.

#### **4. OUTCOME OF FURTHER DUE DILIGENCE AND FINANCIAL MODELLING**

- 4.1. Further due diligence and financial modelling was required principally as a result of the UCA withdrawing from lease negotiations in respect of the 128 student bedspaces within the approved scheme. In addition, the Council was able to provide further clarification on the disposal value associated with the affordable housing element of the scheme and confirm that a commercial unit within the High Street frontage was now proposed to be absorbed within the student accommodation offer as communal space.
- 4.2. The student accommodation which has been previously offered to the UCA was proposed to be on a 25 year lease with a 15 year break option at £543,995 per annum. This offer has now been withdrawn. This element was previously valued at 5.5% having regard to the covenant being offered and the security of income which provided an estimated capital value of £8,730,000.
- 4.3. LSH was provided with the following reports commissioned by the Council to assess the potential rental value for the student accommodation:
  - Aldershot Market Summary by Savills Student Accommodation
  - Management Proposal by CRM Students
  - Delivery of Purpose Built Student Accommodation (PBSA) by Avison Young
- 4.4. In considering the above reports, LSH has revised the capital value to £9,811,907 on the basis that a better income can be achieved via a direct let model via an operator. The yield has shifted out to 6% based on comparable evidence within the market.
- 4.5. With regard to the residential element of the scheme, LSH has noted that the affordable provision on site will now be 18 units as opposed to 20. As such, there is additional value achieved from the 2 units that now comprise part of the private accommodation, intended to be disposed of to RHL.
- 4.6. The offer for the affordable element of the scheme is marginally lower than the value factored into earlier due diligence work and this has been reflected in the revised position.

- 4.7. It has been decided to switch a commercial unit on the ground floor to a communal room for the Student Accommodation as the advice we have received is that this would be a benefit to a potential Student Accommodation operator/purchaser. The loss of this commercial unit on High Street has a nominal impact on the commercial element of the scheme and this loss is outweighed by the benefit gained from the student accommodation element of the scheme through the introduction of a communal space in terms of appeal and rental value.
- 4.8. In summary the changes outlined above have the below impact for financial modelling purposes:
- Student Accommodation: The value of the student accommodation has increased from £8,727,723 to £9,811,907 due to the UCA withdrawing from the lease and new assumptions made on the basis of a management contract.
  - Commercial Accommodation: The value of the commercial accommodation has fallen from £2,061,333 to £1,845,849 due to Unit 13 being removed from this element and allocated as part of the student accommodation.
  - Affordable Housing: A further tender exercise has been undertaken and the offers for the affordable housing now relate to 18 units, with the highest offer being £2,950,000.
- 4.9. These changes have resulted in an improved Gross Development Value (GDV) (assuming Rushmoor Homes will purchase the private residential units) of £35,807,756 up from £35,287,339.
- 4.10. The revised LSH report (at Exempt Appendix A) sets out an updated risk register in light of the above changes. A key change here is the fact that the Council holds the occupancy risk on the student accommodation. This increased risk has been reflected in moving the yield out to 6% rather than 5.5% as previously proposed.
- 4.11. The risk register will be adopted into the formal risk register for the project and will be reviewed regularly as part of the governance process. The latest version of the project risk register is appended (Appendix C).
- 4.12. Grant Thornton has taken the above assumptions and undertaken financial modelling (Exempt Appendix B) on the basis of two confirmed scenarios:
- Scenario 1 – The Council delivers the Project, in which the private and affordable residential units are sold to the open market and commercial/student units are retained by the Council for rent. Financed by Public Works Loan Board (PWLB)
  - Scenario 2 – The Council delivers the Project, in which the private residential units are sold to Rushmoor Homes Limited, the affordable housing units are sold to the open market and the commercial/student units are retained by the Council for rent. Financed by PWLB.

- 4.13. GT has modelled a comparison between the outputs shared in March 2021 of the original scenarios i.e. where it was assumed the UCA operate the student accommodation and the revised scenarios i.e. where an management operator model is assumed.
- 4.14. Furthermore, GT was asked to consider the impact of a cost increase on all construction costs in order to reflect present uncertainty in the market related to labour/materials. The total capital expenditure modelled for the scheme in options 1(a) and 2(a) is set out in Exempt Appendix E.
- 4.15. To ensure a like-for-like comparison to the original scenarios, GT has assumed a 15 year operational term across all financial models run, at which point the Council could opt to dispose of the asset or choose to re-finance/re-purpose the asset.
- 4.16. In summary, all 4 scenarios plus the construction cost sensitivities appear to be financially viable on the basis they provide a positive cashflow and Net Present Value (NPV), however, these are dependent on the Council achieving the assumed Terminal Value (proceeds received on a disposal at the end of the 15 year operational term) on the retained properties. The indicative cashflows based on the agreed assumptions for each scenario are set out in Appendix D of the GT report and range from £374,000 to £944,000 per annum. Actual cashflows will be different and will fluctuate year-on-year. Treatment of any cash surplus must take into account market conditions/project risks. Based on Government guidance at the time of writing this report, the Council would not be able to use surplus cash to support other council services but can provide a funding source for other regeneration projects.
- 4.17. The report notes that the Council carries development risk and operational risk on the student accommodation and retail units. As noted above in respect of the LSH report, these risks will be adopted into the Project risk register and managed through the asset life cycle.
- 4.18. In their due diligence report that supported the Cabinet Report of 20 April 2021, LSHIM recommended that if a Direct Delivery option is selected, that a fixed price contract is entered into with the main contractor to prevent costs increasing unreasonably.
- 4.19. By way of background to this, there are two contract procurement options that could be considered for this project which are a fixed price contract and an open book contract.
- 4.20. A fixed price contract typically involving a single stage, lump sum fixed price tender. At the point of entering into contract, cost certainty is high, together with high levels of certainty regarding programme. This form of contractual arrangement also exhibits the ability for the client to pass project risk to the contractor at an early stage. Consequently, due to the contractor normally taking the risk associated with design, design flexibility is low. The ability to fast track the project is also constrained.

- 4.21. An open book arrangement involves reimbursing the contractor for the subcontract packages that are market tested, together with a percentage addition for overheads and profit, and also preliminaries. Preliminaries could be redlined and fixed at the outset. This type of contractual arrangement typically has very low levels of cost certainty because it is not until procurement of the supply chain is completed that the out-turn cost is known. Similarly, there is little programme certainty. This type of cost plus reimbursement contract therefore does not transfer significant risk to the contractor other than the ability to deliver the project within a programme, if the preliminaries are fixed. As the subcontractor procurement will be let as and when working drawings are produced, there is much greater design flexibility, and design can change and be accommodated right up to the point at which sub contract packages are let.
- 4.22. As demolition is underway and planning permission has been secured, we are in a position where early open book arrangements are combined with a lump sum fixed price contract, effectively using a two stage approach. During the demolition period, Hill are securing prices for sub contract works which will then be converted into a lump sum fixed. This blends elements of both approaches highlighted above and aims to transfer the risk to the contractor at the acceptance of the fixed price stage.

### **Energy and Sustainability Enhancements**

- 4.23. At the request of the Cabinet a further report was commissioned to consider what further measures may be introduced into the current development plans for the Union Yard project to enhance its performance in relation to energy and sustainability through further reducing the buildings carbon emissions and improving its energy performance.
- 4.24. The current building design and specification proposed already meet the key regulatory and local planning policy targets, achieving a 48.51% improvement over current Part L 2013 regulations.
- 4.25. The attached report (see Appendix D) sets out that further enhancements through fabric efficiency (roof/windows) and improvements to building services, renewable provision and lighting would improve the performance to 56.30% over current Part L 2013 regulations. The estimated costs associated with these improvements in their entirety is £764,000 over and above the present build cost. A breakdown of each element is provided within the report.
- 4.26. The introduction of a new communal heating system (e.g. air source heat pumps) would bring with it further improvements to efficiency but would also result in substantial project delays through the need for planning resubmission and design adjustments. Given that the Council has approved the commencement on technical design it is not recommended to proceed with this option.



- 4.27. Officers view is that the additional build costs outweigh the value achieved by the additional improvement of around 8% but recognise Members desire to accelerate their commitments in the Council's climate change strategy. Cabinet is therefore asked to consider the attached report and confirm how it wishes to proceed in terms of enhancements summarised in para 4.25 that could be secured through the design and specification of the scheme.

### **Project Resources**

- 5.1 Grant Thornton and LSHIM previously identified that whatever routes the Council take, it will need to make sure that it has access to the appropriate level of skills and expertise to act as an effective client. The regeneration programme has been revised and the internal project team is being strengthened through the addition of interim additional senior resource with substantial previous experience of delivering complex regeneration schemes. The Council will also need to appoint additional project management in addition to Bailey Garner and other external technical advisors to make a full development management function as required.
- 5.2 LSHIM provided a breakdown of the estimated costs associated with this. On the basis of a direct delivery, the indicative costs associated with a Development Management function are likely to be as follows:
- Senior Development Manager (Director Level) – up to £150k per annum
  - Development Manager (Associate Level) – up to £70k per annum
  - Project Manager – up to £50k per annum
  - Project Administrator – up to £30k per annum
- 5.3 Set against an estimated delivery timescale of 2.5 to 3 years, this gives rise to an order of cost of approx. £750k - £800k (plus accommodation/expenses). In addition, the Council would need to resource the following:
- Clerk of Works – up to £40k per annum (assumed over 2 years)
  - Client Representative – up to £200k per annum (assumed over 2 years)
  - Quantity Surveyor – up to £25k (one off cost)
  - Legal Services – up to £60k (initial costs relating to contract documentation and state aid/subsidy control advice)
- 5.4 The above costs are factored into the due diligence and pricing that has been undertaken.

## **6 RISKS AND LEGAL AND FINANCIAL IMPLICATIONS**

### **Risks**

- 6.1 The Council has a risk register in place for the scheme and this is reviewed regularly by the Project Office. As the project moves into delivery it will be

important for the risk register to be updated reflecting new circumstances and increased levels of risk resulting from the Council undertaking the role of developer and potentially being the sole funder for the scheme.

- 6.2 The decision to move ahead to the next stage of development of the scheme should be taken after balancing the benefits of the scheme against the substantial costs and risks as set out throughout this report.

### **Legal Implications**

- 6.3 Cabinet report RP2103 covered off a number of legal implications with regard to the chosen delivery route for the scheme.
- 6.4 The Council has entered into contract with Homes England in respect of the £5m of HIF funding. The contract sets out the milestones that the Council needs to meet in order to secure the funding. The inability to meet these milestones would result in the Council defaulting on its legal obligations and put at risk the funding drawdown.
- 6.5 The Council has retained the services of Browne Jacobson to assist with contractual matters relating to the delivery of the project.

### **Financial and Resource Implications**

- 6.6 The report sets out the outcome from the due diligence undertaken on the Union Street scheme and provides members with a significant update on the delivery and financing options for the scheme.
- 6.7 There are a number of significant financial implications that the Council will need to consider in agreeing to proceed with a project of this value.
- 6.8 The scheme will utilise £5m of HIF grant funding. The Council need to ensure adequate risk mitigation measures have been put in place to ensure eligibility criteria are met throughout the scheme.
- 6.9 The Council will be entering into a significant long-term commitment with capital expenditure of up to the proposed budget set out at Exempt Appendix E to be financed. The Council's capital expenditure is predominantly financed from prudential borrowing as other sources of finance are limited. The Council already has undertaken £102m of external borrowing to finance the capital programme to date. Further borrowing will need to be undertaken to finance the Union Yard scheme and any additional capital expenditure plans. The affordability of the Council's capital programme was considered as part of the Capital Strategy approved by members at their meeting on 25 February 2021.
- 6.10 Members are advised that approval of the Union Yard scheme will increase the level of external borrowing required to finance the capital programme. Whilst the assessment is that the additional borrowing is affordable, members should be aware of the revenue implications of additional

borrowing and the cumulative impact this may have on affordability of future decisions in the Council's Regeneration and Property and Major Works programmes.

- 6.11 The Council's Treasury Management Strategy (TMS) for the current financial year was approved by Council at their meeting on 25 February 2021. This sets out the Council's capital expenditure and financing plans and the borrowing strategy. The TMS did not take into account any capital expenditure or financing associated with the Union Yard scheme as the due diligence process had not concluded at the time of preparing the strategy. Therefore, the TMS and associated prudential indicators will need to be amended should the Council decide to approve the capital scheme. It is noted within the decision box that delegation is given to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with Council's decision regarding the scheme.
- 6.12 Changes to the PWLB Lending Terms in November 2020 require the Council to confirm that its capital expenditure plans are compliant. The PWLB Lending Terms defines 4 activity areas that the government will support through PWLB lending. This includes Regeneration activity with one or more of the characteristics defined below:
- *the project is addressing an economic or social market failure by providing services, facilities, or other amenities that are of value to local people and would not otherwise be provided by the private sector*
  - *the local authority is making a significant investment in the asset beyond the purchase price: developing the assets to improve them and/or change their use, or otherwise making a significant financial investment*
  - *the project involves or generates significant additional activity that would not otherwise happen without the local authority's intervention, creating jobs and/or social or economic value*
  - *while some parts of the project may generate rental income, these rents are recycled within the project or applied to related regeneration projects, rather than being applied to wider services*
- 6.13 Access to PWLB lending is dependent on the Council ensuring that it does not undertake capital expenditure in relation to investment assets primarily for yield. For the avoidance of doubt, the Council will not be able to purchase any investment assets regardless of how the acquisition is financed if it is to access PWLB borrowing throughout funding cycle of this scheme. The Council's Executive Head of Finance (Section 151 Officer) is required to confirm the organisation does not plan to buy investment assets primarily for yield prior to undertaking any PWLB borrowing.
- 6.14 The report outlines the need to appoint a client team and engage appropriate external advisors to enable the scheme to progress to the next stage. Indicative costs have been provided by LSHIM. It is likely that a proportion of these costs can be capitalised as the scheme progresses and have been included in the scheme cost estimate.

- 6.15 Land assembly costs of approx. £9.5m have already been incurred as a cost of the regeneration to date. The financial modelling undertaken for the Union Yard scheme has indicated it may not be possible to recoup this funding in the short term or medium term. The Council will as part of later decisions on the scheme need to consider the final treatment of land assembly costs to ensure the capital financing costs are considered. In the meantime debt interest on borrowing to date included in the MTFS should be dealt with as a cost of regeneration and whether provision will need to be made in the Council's revenue budget for recovery of the land value.

### **Equalities Impact Implications**

- 6.16 There are no known specific equalities impact implications arising from this report.

### **Alternative Options**

- 6.17 The Cabinet could consider not proceeding with the recommendations set out within this report and choose to cease any further activity on site with a view to having more certainty within a volatile market. There will always be unknown circumstances, uncertainties and element of future visioning required with any major regeneration scheme that takes over 2 years to build and such a delay would put at risk the ability to draw down and make use of the external funding that has been secured to support delivery of the scheme by March 2022.
- 6.18 A further alternative to consider would be to revisit the scheme mix and seek a variation through the planning process. This is not recommended by officers as it would add significant timescales on delivery to account for scheme re-design, validation and determination followed by the conclusion of a revised legal agreement before planning permission could be issued. That would result in the Council having to relinquish the £5m of funding allocation from the HIF as it would not be feasible to meet milestones set out within the agreement.
- 6.19 A further option would be to dispose of the site with planning permission in place and a requirement to build out the scheme. However, the current scheme viability it would be unlikely to secure a purchaser at a value that would represent good value for money as the Council has demonstrated that the scheme can achieve a surplus if held for 15 years and then disposed at the terminal values indicated. A further alternative would be to sell the land unincumbered but this would not guarantee the approved scheme was built and there would be no influence over any further schemes put forward.

## **7 CONCLUSIONS AND RECOMMENDATIONS**

- 7.1 This development is a major part of the Council's regeneration programme and delivery of the 'Place' priority within the Council's Business Plan and critical to the regeneration of Aldershot town centre.

- 7.2 The due diligence demonstrates that all 4 scenarios modelled over 15 years demonstrate the scheme to be financially viable on the basis they provide a positive cashflow and Net Present Value (NPV) albeit these are dependent on the Council achieving the assumed Terminal Value (proceeds received on a disposal at the end of the 15 year operational term) on the retained properties. Positive cashflows were maintained even with the inclusion of construction cost sensitivities.
- 7.3 Whilst the due diligence assumes retention of the majority of the development, as with any of its property assets the Council will have opportunity to review the approach to holding or sale of the completed scheme at any point.
- 7.4 Taking the due diligence, assessment of risk and further information set out in this and earlier reports it is recommended that the Cabinet agree that the scheme proceed and recommend the Council to make the necessary changes to the capital programme to make funding available for the delivery of the scheme.

## **BACKGROUND DOCUMENTS:**

Cabinet Reports RP2005, RP2008, RP2011 and RP2103

Council Meeting 25<sup>th</sup> July 2019 - Agenda Item no. 5(3) Rushmoor Development Partnership – Approval of Business Plan

## **APPENDICES**

**Appendix A (Exempt) – LSHIM Development Delivery Addendum July 2021**

**Appendix B (Exempt) – GT Due Diligence Report on Union Street, Aldershot July 2021**

**Appendix C – Project Risk Register July 2021**

**Appendix D – Energy Improvement Document (Darren Evans) May 2021**

**Appendix E – (Exempt) – Union Yard Project Budget Parameters (July 2021)**

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# Hill





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Union Street Development  
Union Street  
Aldershot  
GU11 1EG

Potential Areas for Site Wide Improvements

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May 2021

Prepared for:  
Rushmoor Development Partnership

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## 1.0 Version History

| Version                          | Revision | Date       |
|----------------------------------|----------|------------|
| First Issue                      | -        | 25.05.2021 |
| Amendments to content and layout | 1        | 28.05.2021 |
| Heating solution adjustment      | 2        | 01.06.2021 |
| Costs and text adjustments made  | 3        | 03.06.2021 |
| Amendments to Costs              | 4        | 04.06.2021 |
| Savings added for running costs  | FINAL    | 07.06.2021 |

### Disclaimer

This report is provided for the sole purpose of providing information for Rushmoor Development Partnership. It is confidential to Darren Evans Assessments and Rushmoor Development Partnership. Darren Evans Assessments accept responsibility that the report has been prepared with skill, care and diligence. No responsibility is accepted whatsoever for any other parties. Any such parties rely upon the report at their own risk. Neither the whole nor any part of the report nor reference to it may be included in any published document, circulation or statement without Darren Evans Assessments and Rushmoor Development Partnership's written approval of the form and content in which it may appear. This report has been created to demonstrate compliance in relation to energy and sustainability policy and regulations only. The impacts of these recommendations on other elements of the project/ building regulations will need to be checked and confirmed by suitably qualified professionals.



## 2.0 Contents

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### 3.0 Summary

This Statement has been prepared to demonstrate what further measures may be introduced into the current development plans / specifications for the project at Union Street, Aldershot. The additional measures investigated seek to outline how the proposed building might be enhanced in relation to energy and sustainability through further reducing the buildings carbon emissions and improving its energy performance. The additional measures have been modelled in SAP and SBEM under the current Part L 2013 regulations. The London Plan carbon tool for SAP 10 has been used also to investigate potential performance under the proposed fuel tariff changes outlined under SAP 2020.

The current building design and specifications proposed already meet the key regulatory and local planning policy targets established by Rushmoor Local Plan 2014-2032 (Adopted February 2019). This current design and specification achieves a **48.51%** improvement over current Part L 2013 regulations (Appendix A). The additional measures investigated seek to build upon this energy efficient design to ascertain what further improvements might be made.

By improving the fabric of the building in the following ways:

- Roof U Value from 0.12 W/m<sup>2</sup>K to 0.10 W/m<sup>2</sup>K
- Window U Value (commercial) from 1.4 W/m<sup>2</sup>K to 1.27 W/m<sup>2</sup>K
- Window U Value (domestic) from 1.4 W/m<sup>2</sup>K to 1.00 W/m<sup>2</sup>K

And by improving the building services, renewable provision & lighting in the following

- Lighting efficiency improvement within commercial and communal spaces
- Enhanced MVHR efficiency
- More efficient PV panels from 36 KW peak to 50 KW peak
- Low Temperature Underfloor Heating

Incorporating these measures within the design and specification of the building the building performance improves of the building over the current building performance by **15.25%** and over Part L 2013 by **56.30%** (Appendix B).

$$\frac{(Current\ Design - Improved\ Design)}{Current\ Design} \times 100 = \% Improvement$$

$$\frac{(139,167.38 - 117,948.09)}{139,167.38} \times 100 = 15.25\%$$

#### Estimated Costs

- Circa an additional £105,000 to improve the Main Roofs U Value from 0.12 to 0.10 W/m<sup>2</sup>k.
- Circa an additional £121,000 to improve the U value of residential windows from 1.4 to 1.00 W/m<sup>2</sup>k.
- Circa an additional £93,000 to improve the u value of commercial windows from 1.4 to 1.27 W/m<sup>2</sup>k. (note commercial doors would need to remain a u value of 1.8 W/m<sup>2</sup>k)
- Circa an additional £23,000 to improve PV from 36kw to 50kw. (subject to confirmation on space, approximately 9m<sup>2</sup> more space needed based upon higher efficiency panels)
- Circa an additional £366,000 to improve MVHR units to Passivhaus units.
- TBC regarding lighting efficiency improvements.
- Circa £56k to omit radiators & add Under Floor Heating to Residential & Student Units.

- All proposed improvements come to an overall total cost of £764,000.

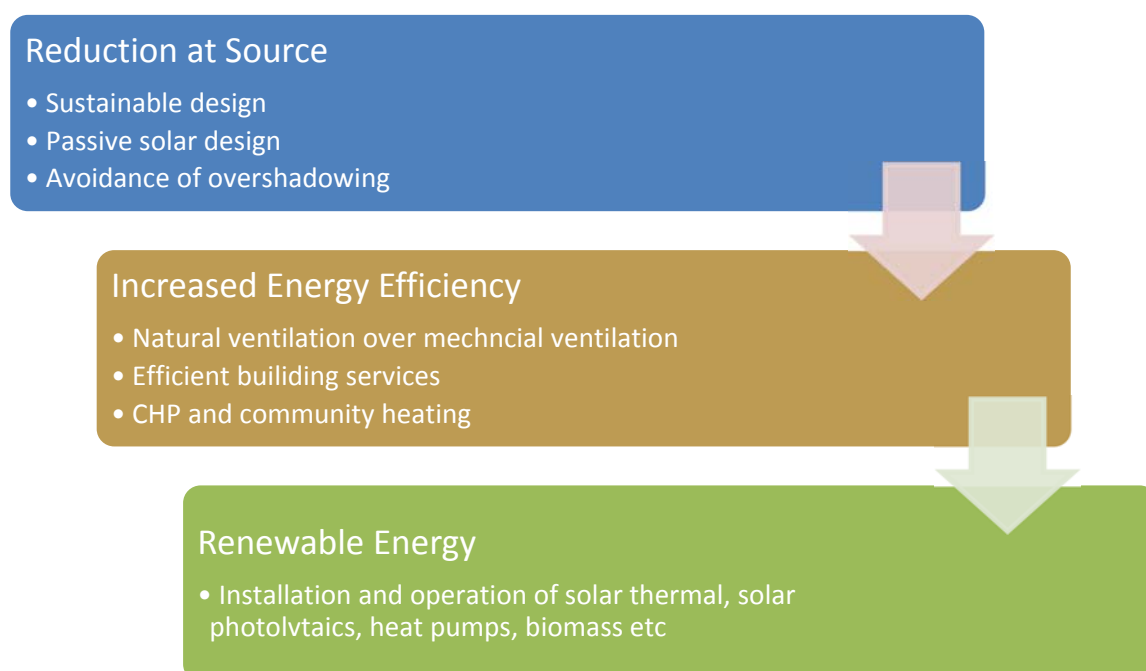
The specification adjustments proposed will save 17,828 KWh / year in domestic heating and hot water which represents a 6.2% saving. This equates to a £713.10 total saving across all domestic flats (using a gas tariff of 0.04p KWh).

A further option was modelled which looked at the building performance (domestic ONLY) using the improved measures outlined above in combination with a communal heat pump solution (350% efficient). However, it is acknowledged that this change in heating solution would bring with it project delays through planning resubmission and fundamental design adjustments which would need to be made. This is in addition to the competition for roof space that the ASHP plant would place up on the space available for PV provision. This combination of measures achieved a performance over Part L 2013 regulations of **63.37%** (Appendix C).

The best solution seems to be the CHP solution with enhanced fabric, MVHR, underfloor heating and increased PV efficiency. This yields a performance that is beyond the next proposed regulation standards change and is hot on the heels of the 75% reduction proposed for the Future Homes Standard in 2025 and does not require a planning resubmission along side any roof space competition which can be maximised one further design has been completed for PV provision. It also helps to future proof the scheme through the installation of low temperature underfloor heating. It is also possible to review the provision of hydrogen in place of gas in due course through the building services set up proposed. This can be undertaken along with associated costs provided in due course.

## 4.0 Fabric Performance

The current building design and specification includes a very focused 'fabric first' approach to the project. This approach to design is focused on minimising heat loss and maximising both passive solar gain as well as recirculating latent heat from the building to reduce the demand for the heating system to be used.



The improved project fabric specification is detailed below compared against current permitted Part L average U Value thresholds as well as future thresholds that have been proposed under recent consultations.

| Fabric Element                      | Current Part L Average U Value threshold  | Project Proposal                         | % improvement over Part L 2013 |
|-------------------------------------|-------------------------------------------|------------------------------------------|--------------------------------|
| Floor U Value (W/m <sup>2</sup> K)  | 0.25                                      | 0.12                                     | 52%                            |
| Wall U Value (W/m <sup>2</sup> K)   | 0.30                                      | 0.15                                     | 50%                            |
| Roof U Value (W/m <sup>2</sup> K)   | 0.20                                      | 0.1                                      | 50%                            |
| Window U Value (W/m <sup>2</sup> K) | 2.00                                      | 1.00                                     | 50%                            |
| Door U Value (W/m <sup>2</sup> K)   | 2.00                                      | 1.4                                      | 30%                            |
| Air Permeability 50 Pa              | 10.00 m <sup>3</sup> /(h.m <sup>2</sup> ) | 3.00 m <sup>3</sup> /(h.m <sup>2</sup> ) | 70%                            |

Table: Improved project fabric specification compared against current Part L average U Value thresholds

The above table confirms that the proposed specification is highly efficient and overperforms against current average Part L U Value thresholds by over 50%.

The table below further confirms the performance of the proposed fabric improvements against future proposed fabric standards under Part L proposed changes up to 2025

| Element                                              | Proposed 'zero carbon homes' standard | 2021 Part L Standard | Indicative FHS specification (2025) | Project Proposal |
|------------------------------------------------------|---------------------------------------|----------------------|-------------------------------------|------------------|
| Floor U Value (W/m <sup>2</sup> K)                   | 0.13                                  | 0.13                 | 0.11                                | 0.12             |
| External Wall U Value (W/m <sup>2</sup> K)           | 0.18                                  | 0.18                 | 0.15                                | 0.15             |
| Roof U Value (W/m <sup>2</sup> K)                    | 0.13                                  | 0.11                 | 0.11                                | 0.1              |
| Window U Value (W/m <sup>2</sup> K)                  | 1.40                                  | 1.20                 | 0.80                                | 1.00             |
| Door U Value (W/m <sup>2</sup> K)                    | 1.00                                  | 1.00                 | 1.00                                | 1.4              |
| Air Permeability m <sup>3</sup> /(h.m <sup>2</sup> ) | 5.00                                  | 5.00                 | 5.00                                | 3.00             |
| Heating Appliance                                    | Gas Boiler                            | Gas Boiler           | Low-Carbon Heating                  | CHP Boiler       |
| Heat Emitter Type                                    | Radiators                             | Low Temp Heating     | Low Temp Heating                    | Low Temp Heating |
| Ventilation Type                                     | Natural                               | Natural              | Natural                             | MVHR             |
| PV                                                   | 30% GIFA                              | 30% GIFA             | None                                | 50 KW peak       |

Table: Improved project fabric specification compared against fabric standards proposed to come in towards 2025

The proposed fabric improvements for the building design and specification place to scheme on par with the standards that are being proposed under the SAP 2021 and Future Homes Standard 2025 consultations.

These standards will ensure a solid fabric first approach that is ahead of current regulations and in line with those that are proposed to come into force in the coming 5 years.

The current approach to put fabric first and reduce emissions from our buildings would be reflected well within this approach.

## 5.0 Photovoltaics

The current building design and specification includes PV, however, there is room for more efficient panels to be used across the building to improve the performance of the building.

The current scheme includes provision for the installation of 36kWp PV. This is based on 144 x 250 watt panels. The additional PV array would be generated through an improved panel wattage so that the array would be closer to 50kWp PV.

## 6.0 MVHR

MVHR is specified within the current building design, however, under the improved approach the MVHR modelled used is closer to a PassivHaus model which leads to further improvements in energy capture and heat recovery.

## 7.0 Heat Pumps

Electricity from an ever decarbonising grid is becoming cleaner and this is recognised in the fuel factor change that is proposed to come into effect within the next change in regulations, making the use of electricity fuelled heating systems a more attractive option in the coming years. This is alongside the fact that gas boilers are proposed to be banned from new properties from 2025 onwards.

However, the use of heat pump technologies on this scheme is restricted mainly by the way in which the heat pump plant will be competing for space on the roof of the building with the required PV array. Heat pump usage would also require the scheme to undergo a revision through planning which will delay the project start and completion timeframes. The use of electricity would also present an increased cost to the end user given the higher tariffs in place at present.

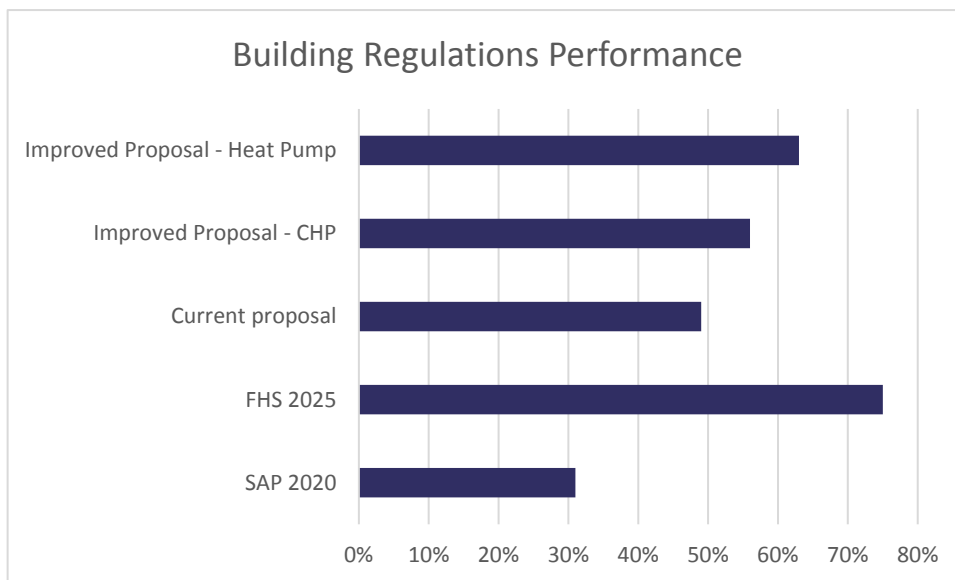
The performance of the heat pump solution with improved fabric and PV does not yield the same improvement under the current Part L 2013 regulations under which this development.

It is also recognised that the provision of low temperature underfloor heating is of value to future proofing the scheme for further changes that the building will undergo during its life.

## 8.0 Performance against Part L

The graph below outlines the performance of the current strategy as well as the proposed improved strategies over and above that of different up and coming building regulation standard enhancements.

- FHS 2025 – Future Homes Standard due to come into force 2025 (75% better than current building regulation performance)
- SAP 202 – Due to come into force 2021 (31% better than current building regulation performance)



The improved specification including the CHP improves more than the SAP 2020 standard and is close on the heels of the FHS improvements that will be required in 5 years time.

## Appendix A

Current building and specification design proposals

| Design SAP Data Input Table |                                             |                                                  |                                                                                                                                                                                                                       |
|-----------------------------|---------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Element                     | Details                                     | Comments                                         |                                                                                                                                                                                                                       |
| Floor U-Values              | New Build Exposed Floor to Car Park         | 0.12 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Insulation in Soffit Insulation                                                                                                      |
|                             | New Build Exposed Floor to Commercial Units | 0.12 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Insulation in Soffit Insulation - U-Value to be Halved in Line with SAP Conventions                                                  |
| Wall U-Values               | New Build External Walls                    | 0.15 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction Steel Frame/Concrete Walls with Non- Combustible Insulation                                                                              |
|                             | Party Wall to Existing Building             | 0.00 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction Insulation to Inner Leaf. Any Cavities Need to be Fully Filled to Obtain U-Value                                                         |
|                             | Party Wall Between Flats                    | 0.00 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction Fully Filled Cavities Between Flats. Any Cavities Need to be Fully Filled to Obtain U-Value                                              |
|                             | Party Wall to Heated Corridor               | 0.00 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction Fully Filled Cavities Between Flat and Heated Corridor. Any Cavities Need to be Fully Filled to Obtain U-Value                           |
| Roof U-Values               | New Build Roof - Flat Roof                  | 0.12 W/m <sup>2</sup> K                          | Target U-Value - Construction Details to be Confirmed - Assumed Construction Insulation Above Concrete                                                                                                                |
| Opening U-Values            | Windows                                     | 1.40 W/m <sup>2</sup> K                          | Double Glazed, Low-E Coated. G Value: 0.60                                                                                                                                                                            |
|                             | Door - Solid                                | 1.40 W/m <sup>2</sup> K                          | Solid Composite, Fireproof Door                                                                                                                                                                                       |
| Y- Value                    | Thermal Bridging                            | Various                                          | Accredited Construction Details Used                                                                                                                                                                                  |
| Ventilation                 | Air Tightness                               | 3.00                                             | -                                                                                                                                                                                                                     |
|                             | Mechanical Ventilation                      | Mechanical Ventilation with Heat Recovery (MVHR) | Zehnder ComfoAir MVHR Units in Kitchen and Wet Rooms Only                                                                                                                                                             |
| Heating and Hot Water       | Primary Heating System                      | CHP Boiler                                       | Combined Heat & Power (CHP) Boiler - Assumed Heating Efficiency 55.8%, Electrical Efficiency 34.3%                                                                                                                    |
|                             | Controls                                    | Programmer                                       | Flat Rate Charging System with Programmer with Room Thermostats and TRVs in Every Dwelling                                                                                                                            |
|                             | Emitters                                    | Radiators                                        | Radiators Installed Throughout                                                                                                                                                                                        |
|                             | Water Heating                               | From Gas Boiler                                  | Hot Water Supplied Directly from Combi Boiler                                                                                                                                                                         |
|                             | Secondary Heating                           | N/A                                              | No Secondary Heating Specified                                                                                                                                                                                        |
| Renewable Technologies      |                                             | Photovoltaic Panels (PV)                         | Proposed 36kWp PV to be Installed Site Wide, PV Allocated to Each Dwelling Via Floor Area. Panels Installed in a Southerly Orientation at a Pitch of 30°. Total Area 230.4m <sup>2</sup> (144 x 250Watt Rated Panels) |
| Low Energy Lighting         |                                             | LED Fittings                                     | Minimum Efficiency 45 Lumens per Circuit Watt                                                                                                                                                                         |

Table 1: Energy Efficient Measures of SAP Calculations

| Design SBEM Student Accommodation Data Input Table |                                     |                          |                                                                                                                                                                                                                                                                                |                                                                     |
|----------------------------------------------------|-------------------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Element                                            |                                     | Details                  | Comments                                                                                                                                                                                                                                                                       |                                                                     |
| Floor U-Values                                     | New Build Exposed Floor to Car Park | 0.15 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Insulation in Soffit Insulation                                                                                                                                                               |                                                                     |
|                                                    | New Build Exposed Floor             | 0.20 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Insulation in Soffit Insulation                                                                                                                                                               |                                                                     |
| Wall U-Values                                      | New Build External Walls            | 0.15 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction Steel Frame/Concrete Walls with Non- Combustible Insulation                                                                                                                                       |                                                                     |
|                                                    | Wall to Bin Stores                  | 0.25 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction Steel Frame/Concrete Walls with Non- Combustible Insulation                                                                                                                                       |                                                                     |
|                                                    | Internal Partitions                 | 0.33 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction Fully Filled Cavities                                                                                                                                                                             |                                                                     |
| Roof U-Values                                      | New Build Roof – Flat Roof          | 0.12 W/m <sup>2</sup> K  | Target U-Value - Construction Details to be Confirmed - Assumed Construction Insulation Above Concrete                                                                                                                                                                         |                                                                     |
| Opening U-Values                                   | Windows                             | 1.40 W/m <sup>2</sup> K  | Double Glazed, Low-E Coated. G Value: 0.60                                                                                                                                                                                                                                     |                                                                     |
|                                                    | Door - Solid                        | 2.20 W/m <sup>2</sup> K  | Solid Composite, Fireproof Door                                                                                                                                                                                                                                                |                                                                     |
| Alpha Value                                        | Thermal Bridging                    | 10.40%                   | Accredited Construction Details Used (Alpha Value is the % of the Buildings Heat Transfer Coefficient which is due to Thermal Bridging)                                                                                                                                        |                                                                     |
| Ventilation                                        | Air Tightness                       | 3.00                     | -                                                                                                                                                                                                                                                                              |                                                                     |
|                                                    | Mechanical Ventilation              | Mechanical Ventilation   | Extract Fans in the Following Rooms<br>Air Flow Rates Based on Part F Minimum Standards                                                                                                                                                                                        |                                                                     |
|                                                    |                                     |                          | Bathrooms                                                                                                                                                                                                                                                                      | Maximum S.F.P - 0.5 W/l/s - Fan Remote from Zone                    |
|                                                    |                                     |                          | Communal Areas                                                                                                                                                                                                                                                                 | Maximum S.F.P - 1.0 W/l/s - Fan Remote from Zone with Grease Filter |
| Heating and Hot Water                              | Primary Heating System              | CHP Boiler               | Combined Heat & Power (CHP) Boiler – Assumed Heating Efficiency 55.8%, Electrical Efficiency 34.3%                                                                                                                                                                             |                                                                     |
|                                                    | Controls                            | Programmer               | Central Time Control, Local Time Control, Local Temperature Controls                                                                                                                                                                                                           |                                                                     |
|                                                    | Emitters                            | Radiators                | Radiators Installed Throughout                                                                                                                                                                                                                                                 |                                                                     |
|                                                    | Water Heating                       | From Gas Boiler          | 1000L Part L Compliant Tank - 3.91kWh/day Loss Factor                                                                                                                                                                                                                          |                                                                     |
| Renewable Technologies                             |                                     | Photovoltaic Panels (PV) | Proposed 36kWp PV to be Installed Site Wide, PV Allocated to Student Accommodation Via Floor Area. Panels Installed in a Southerly Orientation at a Pitch of 30°. Total Area 230.4m <sup>2</sup> (144 x 250Watt Rated Panels) – Installed Capacity to Commercial Area 12.82kWp |                                                                     |
| Low Energy Lighting                                |                                     | LED Fittings             | Minimum Efficiency 75 Lumens per Circuit Watt                                                                                                                                                                                                                                  |                                                                     |
| Metering                                           |                                     | Heating                  | No Separate Metering Provisions to Heating System                                                                                                                                                                                                                              |                                                                     |
|                                                    |                                     | Lighting                 | No Separate Metering Provisions to Heating System                                                                                                                                                                                                                              |                                                                     |

Table 2: Energy Efficient Measures of SAP Calculations

| Design SBEM Retail Units Data Input Table |                                     |                         |                                                                                                                                          |  |
|-------------------------------------------|-------------------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--|
| Element                                   |                                     | Details                 | Comments                                                                                                                                 |  |
| Floor U-Values                            | New Build Ground Floor              | 0.12 W/m <sup>2</sup> K | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Below Scream                                            |  |
|                                           | New Build Exposed Floor to Car Park | 0.12 W/m <sup>2</sup> K | Target U-Value - Construction Details to be Confirmed - Assumed Construction PIR Insulation in Soffit Insulation                         |  |
| Wall U-Values                             | New Build External Walls            | 0.15 W/m <sup>2</sup> K | Target U-Value - Construction Details to be Confirmed - Assumed Construction Steel Frame/Concrete Walls with Non- Combustible Insulation |  |
| Roof U-Values                             | New Build Roof – Flat Roof          | 0.12 W/m <sup>2</sup> K | Target U-Value - Construction Details to be Confirmed - Assumed Construction Insulation Above Concrete                                   |  |
| Opening U-Values                          | Windows                             | 1.40 W/m <sup>2</sup> K | Double Glazed, Low-E Coated. G Value: 0.60                                                                                               |  |
|                                           | Door - Solid                        | 2.20 W/m <sup>2</sup> K | Solid Composite, Fireproof Door                                                                                                          |  |

Table 3: Energy Efficient Measures of SAP Calculations

## Current building design and specification performance

| Dwelling                                 | Floor Area<br>m <sup>2</sup> | Target<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Dwelling/<br>Building<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Percentage<br>Improvement | Total<br>Emissions<br>kgCO <sub>2</sub> /year |
|------------------------------------------|------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------|
| Plot G-02 (Exposed Floor to Car Park)    | 88.47                        | 16.47                                                               | 5.99                                                                               | 63.63%                    | 529.94                                        |
| Plot G-05 (Exposed Floor to Retail Unit) | 71.58                        | 17.99                                                               | 6.60                                                                               | 63.31%                    | 472.43                                        |
| Plot F-08 (Exposed Floor to Retail Unit) | 74.87                        | 17.75                                                               | 6.54                                                                               | 63.15%                    | 489.65                                        |
| Plot F-10 (Exposed Floor to Retail Unit) | 73.20                        | 16.57                                                               | 6.28                                                                               | 62.10%                    | 459.70                                        |
| Plot F-14 (Exposed Floor to Retail Unit) | 63.32                        | 19.08                                                               | 7.14                                                                               | 62.58%                    | 452.10                                        |
| Plot F-19 (Exposed Floor to Retail Unit) | 54.00                        | 16.81                                                               | 6.45                                                                               | 61.63%                    | 348.30                                        |
| Plot F-25 (Exposed Floor to Retail Unit) | 59.87                        | 16.23                                                               | 6.25                                                                               | 61.49%                    | 374.19                                        |
| Plot F-16 (Mid Floor)                    | 50.16                        | 15.91                                                               | 6.17                                                                               | 61.22%                    | 309.49                                        |
| Plot F-22 (Mid Floor)                    | 71.58                        | 14.69                                                               | 5.72                                                                               | 61.06%                    | 409.44                                        |
| Plot S-43 (Mid Floor)                    | 75.01                        | 15.74                                                               | 5.94                                                                               | 62.26%                    | 445.56                                        |
| Plot S-44 (Mid Floor)                    | 92.27                        | 14.17                                                               | 5.47                                                                               | 61.40%                    | 504.72                                        |
| Plot T-57 (Mid Floor)                    | 57.69                        | 13.81                                                               | 5.58                                                                               | 59.59%                    | 321.91                                        |
| Plot T-59 (Mid Floor)                    | 50.16                        | 16.10                                                               | 6.22                                                                               | 61.37%                    | 312.00                                        |
| Plot T-70 (Mid Floor)                    | 56.94                        | 15.65                                                               | 5.95                                                                               | 61.98%                    | 338.79                                        |
| Plot S-37 (Top Floor)                    | 63.32                        | 20.32                                                               | 7.11                                                                               | 65.01%                    | 450.21                                        |
| Plot Fr-74 (Top Floor)                   | 70.02                        | 18.93                                                               | 6.70                                                                               | 64.61%                    | 469.13                                        |
| Plot Fr-80 (Top Floor)                   | 75.08                        | 16.59                                                               | 6.11                                                                               | 63.17%                    | 458.74                                        |
| Plot Fth-92 (Top Floor)                  | 71.35                        | 20.04                                                               | 7.08                                                                               | 64.67%                    | 505.16                                        |
| Plot Fth-96 (Top Floor)                  | 75.50                        | 17.70                                                               | 6.52                                                                               | 63.16%                    | 492.26                                        |
| Plot Fth-98 (Top Floor)                  | 79.01                        | 16.71                                                               | 6.04                                                                               | 63.85%                    | 477.22                                        |
| Student Accommodation                    | 3,582.40                     | 31.10                                                               | 14.30                                                                              | 54.02%                    | 51,228.32                                     |
| Retail Unit CX-05                        | 58.52                        | 43.10                                                               | 42.10                                                                              | 2.32%                     | 2,463.69                                      |
| Retail Unit CX-07                        | 89.33                        | 49.40                                                               | 42.20                                                                              | 14.57%                    | 3,769.73                                      |
| Retail Unit CX-10                        | 62.35                        | 40.90                                                               | 36.90                                                                              | 9.78%                     | 2,300.72                                      |
| Retail Unit CX-13                        | 131.33                       | 35.70                                                               | 34.00                                                                              | 4.76%                     | 4,465.22                                      |
| Retail Unit CX-14                        | 212.62                       | 45.50                                                               | 36.80                                                                              | 19.12%                    | 7,824.42                                      |
|                                          |                              |                                                                     |                                                                                    | <b>Total</b>              | <b>80,673.01</b>                              |

Table 4: Summary of Emissions (Regulated) of the Be Green Assessment

By multiplying out the sampled emissions and energy demands for the sampled SAP& SBEM Calculations to the remaining residential and retail units the emissions for the site are estimated to be **139,167.38 KgCO<sub>2</sub>** per annum whilst the Energy Demand for the site is estimated to be **980,012.44 kWh per annum**.

When comparing the emissions of the site with a Combined Heat & Power boiler and PV this has reduced the emissions for the development against the residual baseline Target Emission Rate by **48.51%**. This equates to a saving carbon dioxide of **131,111.91 KgCO<sub>2</sub>** per annum.



## Appendix B

### Improved building design and specification performance - CHP

| Dwelling                                 | Floor Area<br>m <sup>2</sup> | Target<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Dwelling/<br>Building<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Percentage<br>Improvement | Total<br>Emissions<br>kgCO <sub>2</sub> /year |
|------------------------------------------|------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------|
| Plot G-02 (Exposed Floor to Car Park)    | 88.47                        | 16.47                                                               | 4.57                                                                               | 72.23%                    | 404.57                                        |
| Plot G-05 (Exposed Floor to Retail Unit) | 71.58                        | 17.99                                                               | 5.17                                                                               | 71.25%                    | 370.26                                        |
| Plot F-08 (Exposed Floor to Retail Unit) | 74.87                        | 17.75                                                               | 5.09                                                                               | 71.35%                    | 380.77                                        |
| Plot F-10 (Exposed Floor to Retail Unit) | 73.20                        | 16.57                                                               | 4.84                                                                               | 70.80%                    | 354.14                                        |
| Plot F-14 (Exposed Floor to Retail Unit) | 63.32                        | 19.08                                                               | 5.68                                                                               | 70.21%                    | 359.93                                        |
| Plot F-19 (Exposed Floor to Retail Unit) | 54.00                        | 16.81                                                               | 5.08                                                                               | 69.78%                    | 274.36                                        |
| Plot F-25 (Exposed Floor to Retail Unit) | 59.87                        | 16.23                                                               | 4.90                                                                               | 69.84%                    | 293.08                                        |
| Plot F-16 (Mid Floor)                    | 50.16                        | 15.91                                                               | 4.87                                                                               | 69.42%                    | 244.08                                        |
| Plot F-22 (Mid Floor)                    | 71.58                        | 14.69                                                               | 4.31                                                                               | 70.67%                    | 308.45                                        |
| Plot S-43 (Mid Floor)                    | 75.01                        | 15.74                                                               | 4.44                                                                               | 71.80%                    | 332.93                                        |
| Plot S-44 (Mid Floor)                    | 92.27                        | 14.17                                                               | 4.06                                                                               | 71.32%                    | 374.92                                        |
| Plot T-57 (Mid Floor)                    | 57.69                        | 13.81                                                               | 4.30                                                                               | 68.88%                    | 247.93                                        |
| Plot T-59 (Mid Floor)                    | 50.16                        | 16.10                                                               | 4.91                                                                               | 69.49%                    | 246.42                                        |
| Plot T-70 (Mid Floor)                    | 56.94                        | 15.65                                                               | 4.63                                                                               | 70.39%                    | 263.88                                        |
| Plot S-37 (Top Floor)                    | 63.32                        | 20.32                                                               | 5.57                                                                               | 72.56%                    | 353.01                                        |
| Plot Fr-74 (Top Floor)                   | 70.02                        | 18.93                                                               | 5.28                                                                               | 72.11%                    | 369.70                                        |
| Plot Fr-80 (Top Floor)                   | 75.08                        | 16.59                                                               | 4.68                                                                               | 71.81%                    | 351.10                                        |
| Plot Fth-92 (Top Floor)                  | 71.35                        | 20.04                                                               | 5.56                                                                               | 72.25%                    | 396.76                                        |
| Plot Fth-96 (Top Floor)                  | 75.50                        | 17.70                                                               | 4.91                                                                               | 72.29%                    | 370.35                                        |
| Plot Fth-98 (Top Floor)                  | 79.01                        | 16.71                                                               | 4.56                                                                               | 72.73%                    | 359.97                                        |
| Student Accommodation                    | 3,582.40                     | 31.10                                                               | 12.60                                                                              | 59.49%                    | 45,138.24                                     |
| Retail Unit CX-05                        | 58.52                        | 43.10                                                               | 36.70                                                                              | 14.85%                    | 2,147.68                                      |
| Retail Unit CX-07                        | 89.33                        | 49.40                                                               | 37.00                                                                              | 25.10%                    | 3,305.21                                      |
| Retail Unit CX-10                        | 62.35                        | 40.90                                                               | 31.90                                                                              | 22.00%                    | 1,988.97                                      |
| Retail Unit CX-13                        | 131.33                       | 35.70                                                               | 29.80                                                                              | 16.53%                    | 3,913.63                                      |
| Retail Unit CX-14                        | 212.62                       | 45.50                                                               | 32.40                                                                              | 28.79%                    | 6,888.89                                      |
|                                          |                              |                                                                     |                                                                                    | <b>Total</b>              | <b>70,039.21</b>                              |

Table 5: Summary of Emissions (Regulated) of the Be Green Assessment with Improved Fabric

By multiplying out the emissions to all the dwellings and the commercial areas of the site the total emissions have been calculated at **117,948.09kgCO<sub>2</sub>/year**. It has also been calculated that the energy demand on site is **915,885.11kWh/year**. This accounts for a reduction emission from Part L of **56.30%** and a **15.25%** improvement on the Be Green Assessment.

## Appendix C

### Improved building design and specification performance – Heat Pump

| Dwelling                                 | Floor Area<br>m <sup>2</sup> | Target<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Dwelling/<br>Building<br>Emission<br>Rate<br>kgCO <sub>2</sub> /m <sup>2</sup> /yr | Percentage<br>Improvement | Total<br>Emissions<br>kgCO <sub>2</sub> /year |
|------------------------------------------|------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------|
| Plot G-02 (Exposed Floor to Car Park)    | 88.47                        | 24.06                                                               | 8.43                                                                               | 64.97                     | 745.59                                        |
| Plot G-05 (Exposed Floor to Retail Unit) | 71.58                        | 26.32                                                               | 8.89                                                                               | 66.24                     | 636.03                                        |
| Plot F-08 (Exposed Floor to Retail Unit) | 74.87                        | 25.98                                                               | 9.36                                                                               | 63.97                     | 700.90                                        |
| Plot F-10 (Exposed Floor to Retail Unit) | 73.20                        | 24.13                                                               | 8.90                                                                               | 63.12                     | 651.37                                        |
| Plot F-14 (Exposed Floor to Retail Unit) | 63.32                        | 27.95                                                               | 10.47                                                                              | 62.54                     | 662.88                                        |
| Plot F-19 (Exposed Floor to Retail Unit) | 54.00                        | 24.33                                                               | 9.29                                                                               | 61.82                     | 501.60                                        |
| Plot F-25 (Exposed Floor to Retail Unit) | 59.87                        | 23.46                                                               | 8.92                                                                               | 61.99                     | 533.89                                        |
| Plot F-16 (Mid Floor)                    | 50.16                        | 22.82                                                               | 8.75                                                                               | 61.64                     | 439.10                                        |
| Plot F-22 (Mid Floor)                    | 71.58                        | 21.2                                                                | 7.88                                                                               | 62.83                     | 564.11                                        |
| Plot S-43 (Mid Floor)                    | 75.01                        | 22.86                                                               | 8.15                                                                               | 64.37                     | 611.00                                        |
| Plot S-44 (Mid Floor)                    | 92.27                        | 20.54                                                               | 7.49                                                                               | 63.53                     | 691.20                                        |
| Plot T-57 (Mid Floor)                    | 57.69                        | 19.69                                                               | 7.76                                                                               | 60.59                     | 447.66                                        |
| Plot T-59 (Mid Floor)                    | 50.16                        | 23.13                                                               | 8.84                                                                               | 61.76                     | 443.61                                        |
| Plot T-70 (Mid Floor)                    | 56.94                        | 29.87                                                               | 10.26                                                                              | 65.63                     | 649.97                                        |
| Plot S-37 (Top Floor)                    | 63.32                        | 22.51                                                               | 8.37                                                                               | 62.8                      | 476.75                                        |
| Plot Fr-74 (Top Floor)                   | 70.02                        | 27.68                                                               | 9.57                                                                               | 65.43                     | 670.10                                        |
| Plot Fr-80 (Top Floor)                   | 75.08                        | 24.12                                                               | 8.50                                                                               | 64.77                     | 637.92                                        |
| Plot Fth-92 (Top Floor)                  | 71.35                        | 29.5                                                                | 10.22                                                                              | 65.36                     | 729.14                                        |
| Plot Fth-96 (Top Floor)                  | 75.50                        | 25.91                                                               | 9.03                                                                               | 65.17                     | 681.42                                        |
| Plot Fth-98 (Top Floor)                  | 79.01                        | 24.38                                                               | 8.37                                                                               | 65.66                     | 661.43                                        |
|                                          |                              |                                                                     |                                                                                    | <b>Total</b>              | <b>12,135.67</b>                              |

Table 6: Summary of Emissions (Regulated) of the Be Green Assessment with Improved Fabric and Photovoltaics & Air Source Heat Pumps

By multiplying out the emissions to all the dwellings the total emissions have been calculated at **60,251.78kgCO<sub>2</sub>/year**. It has also been calculated that the energy demand on site is **279,677.04Wh/year**. This accounts for a reduction emission from Part L of **63.37%**

Total Target Emission Rate: **164,471.92 KgCO<sub>2</sub>/Year**

Total Design Emission Rate: **60,251.78 KgCO<sub>2</sub>/Year**

Total CO<sub>2</sub> Savings over Part L: **104,220.14 KgCO<sub>2</sub>/Year**

Improvement over Part L: **63.37%**



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# CABINET

Meeting held on Tuesday, 6th July, 2021 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr D.E. Clifford, Leader of the Council

Cllr Marina Munro, Planning and Economy Portfolio Holder

Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder

Cllr M.L. Sheehan, Operational Services Portfolio Holder

Cllr P.G. Taylor, Corporate Services Portfolio Holder

Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

An apology for absence was submitted on behalf of the Deputy Leader of the Council (Cllr K.H. Muschamp).

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **20th July, 2021**.

## 9. **DECLARATIONS OF INTEREST –**

Having regard to the Members' Code of Conduct, no declarations of interest were made.

## 10. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 8th June, 2021 were confirmed and signed by the Chairman.

## 11. **2020/21 REVENUE AND CAPITAL BUDGET OUTTURN - UPDATE –** (Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2111, which set out the draft outturn position for 2020/21.

Members were informed that this information was based on the actual income and expenditure recorded on the Council's financial system as at 17th June, 2021 and broad assumptions around the final entries required to complete the outturn process. It was confirmed that Members would be informed of the full outturn position at its meeting on 10th August, 2021. Members noted that the draft outturn position would be subject to change and that it was considered likely that the detailed position would be more favourable.

**The Cabinet RESOLVED** that the draft revenue and capital outturn positions, as set out in Report No. FIN2111, be noted.

12. **ELECTRICAL SAFETY STANDARDS POLICY –**  
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2106, which set out a proposed new Electrical Safety Standards Policy.

Members were informed that the policy would help the Council to ensure that landlords and property agents complied with improved electrical safety standards in privately rented properties. The Report set out the requirements of the landlord and it was noted that a financial penalty of up to £30,000 could be applied in the case of a failure to comply.

The Cabinet expressed support for this policy, which would help to protect local residents.

**The Cabinet RESOLVED** that the adoption of the Electrical Safety Standards Policy, as set out in Appendix A of Report No. OS2106, be approved.

13. **MINIMUM ENERGY EFFICIENCY STANDARDS POLICY –**  
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2108, which set out a proposed Minimum Energy Efficiency Standards Policy.

Members were reminded that the Council remained committed to improving energy efficiency and reducing fuel poverty within the Borough's housing stock, particularly in the private rented sector. Regulations now meant that landlords were not permitted to let or re-let a domestic property with an Energy Performance Certificate band of F or G. It was reported that the Council was responsible for the enforcement of the regulations.

**The Cabinet RESOLVED** that the adoption of the Minimum Energy Efficiency Standards Policy, as set out in Appendix A of Report No. OS2108, be approved.

14. **SOUTHWOOD SANG VISITOR CENTRE AND CAFÉ DESIGN DEVELOPMENT –**  
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Report No. RP2105, which set out the proposed next steps in relation to the Southwood Country Park in Farnborough.

Members were informed that, since the closure of the golf course, the Southwood Country Park had proved popular with local residents. It was now proposed to procure a professional team to progress the design development for a visitor centre and café at the site. To minimise costs, it was proposed to utilise as many of the existing buildings as possible. It was proposed that £126,000 should be allocated from the Stability and Resilience Reserve to facilitate the design development and planning application stages. Members noted that, subject to the 2020/21 outturn position, alternative funding might become available and this would replace funding from the Stability and Resilience Reserve.



In discussing the proposals, the Cabinet expressed strong support for the development of the new facility and considered the proposal to offer good value to local residents.

### **The Cabinet**

(i) **NOTED**

(a) the entering into a conditional agreement for lease, following marketing, with a suitably experienced café operator, to enable input into the design development process, as set out in Report No. RP2105;

(b) that a Final Business Case would be prepared for review by the Cabinet once planning permission had been received, in order to release the full Capital allocation, estimated to be £1,074,000; and

(ii) **RECOMMENDED TO THE COUNCIL** that £126,000 be allocated from the Stability and Resilience Reserve to facilitate the design development and planning application in relation to the visitor centre and café.

15. **EXCLUSION OF THE PUBLIC –**

**RESOLVED:** That, taking into account the public interest test, the public be excluded from the meeting during the discussion of the under mentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against the item:

| <b>Minute No.</b> | <b>Schedule 12A Para. No.</b> | <b>Category</b>                                       |
|-------------------|-------------------------------|-------------------------------------------------------|
| 16                | 3                             | Information relating to financial or business affairs |

**THE FOLLOWING ITEM WAS CONSIDERED  
IN THE ABSENCE OF THE PUBLIC**

16. **UNION YARD, ALDERSHOT - IDENTIFICATION OF PREFERRED AFFORDABLE HOUSING PURCHASER –**

(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Exempt Report No. RP2104, which set out the next stages in relation to the Union Yard site in Aldershot.

Members were reminded that planning permission had been received in June, 2020 for a mixed use scheme including 100 residential units, of which, fourteen had been identified as Affordable Rented Units and six had been identified as Affordable Shared Ownership Units. It had been agreed that a disposal route should be agreed for the scheme's affordable housing units to enable the preferred end user to be involved in the development of the technical design specifications. The Report set out the details of the selection process used and the results of the exercise. Following feedback from each of the organisations involved in the selection process,

it was now proposed to reduce the number of affordable units to eighteen and also for all of these to be Affordable Rented Units. The Report set out the reasons for these changes and it was confirmed that a commuted sum would be provided in lieu of the remaining two units.

**The Cabinet RESOLVED** that

- (i) subject to further due diligence and Council approval to proceed with the main build contract, the disposal of a leasehold interest in the affordable housing element of the Union Yard development to the organisation recommended in Exempt Report No. RP2104, at the conditional value set out in paragraph 3.11 of the Report, be approved, with the Head of Property, Estates and Technical Services, in consultation with the Major Projects and Property Portfolio Holder, being authorised to agree the final terms of the disposal; and
- (ii) the progressing with a deed of variation to the S106 Agreement to reduce the affordable housing provision on site from twenty to eighteen units, with the provision of an off-site financial contribution in lieu of the two units and the agreement of a change to the unit mix to reflect a 100% Affordable Rented offer, be approved, with the Head of Property, Estates and Technical Services, in consultation with the Major Projects and Property Portfolio Holder, being authorised to agree the final terms.

The Meeting closed at 7.23 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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# OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 17th June, 2021 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr M.D. Smith (Chairman)  
Cllr Mrs. D.B. Bedford (Vice-Chairman)  
Cllr S.J. Masterson (Vice-Chairman)

Cllr Gaynor Austin  
Cllr Jib Belbase  
Cllr M.S. Choudhary  
Cllr R.M. Cooper  
Cllr K. Dibble  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr Nem Thapa

### 1. APPOINTMENT OF VICE-CHAIRMEN

A discussion took place regarding the Vice-Chairman and the roles they had undertaken during the previous Municipal Year. It was noted that information on roles and responsibilities were set out in the Constitution and this would be circulated to Members.

**RESOLVED:** That Cllrs. Mrs D.B. Bedford and S.J. Masterson be appointed as Vice-Chairmen of the Committee for the 2021/22 Municipal Year.

### 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 25th March, 2021 were **AGREED** as a correct record.

### 3. INTRODUCTION TO THE COMMITTEE

The Committee welcomed Mr. Andrew Colver, Head of Democracy and Community, who gave an introduction to the Committee.

The Committee held a key role within the Council's decision making structure, by working with the executive to a common aim. It was a politically balanced committee with no executive/decision making powers, but had the ability to carry out detailed examination and scrutiny of issues, to provide outcomes/recommendations to help inform the decision making process.

There were few restrictions on work areas, which could include executive and non-executive functions and other services, especially those outside the Council. It was

important to consider the work of the Policy and Project Advisory Board when determining agenda for meetings, to ensure no duplication of work. This would be monitored by way of a joint meeting between the Chairmen and Vice-Chairmen of both the Committee and the Board.

The Committee agenda had a number of regular items, such as performance monitoring reports and scrutiny of registered providers. Other items could include, call ins, pre-decision scrutiny and scrutiny of outside organisations. Task and Finish Groups could also be established to work on a particular project in more detail should the Committee feel that necessary. Members were encouraged to raise any items they would like considered for inclusion on the agenda, these could be reported to the Committee Administrator or Mr. Colver.

It was noted that a date would be circulated for a scrutiny training session to be held, in person, over the summer. This would aim to guide Members in their role and highlight the principles of scrutiny, which included:

- Holding decision makers to account – e.g. projects led by individual Cabinet Members
- Assessment of processes/systems – to propose improvements and ensure effectiveness
- Effective challenge and assuming nothing
- Outcome driven with a clear purpose

The Chairman thanked Mr. Colver for his presentation.

#### **4. REGISTERED PROVIDERS TASK AND FINISH GROUP - ANNUAL REPORT**

Cllr Mrs D.B. Bedford, Chairman of the Registered Providers Task and Finish Group and Mrs Sue Thornett, Housing Strategy and Enabling Officer introduced Report No. EPSH2017 on the work of the Group during 2020/21.

Cllr Bedford, advised that it had been a difficult year with the impacts of the pandemic. No physical meetings with the providers had been held but a number of interesting online meetings had raised different issues. The “Everyone In” scheme, aimed at ensuring all homeless people where in accommodation at the beginning of the pandemic, had raised a number of issues for the housing team, but these had been overcome and the scheme had worked well.

It was noted that the Group had a work plan and generally scrutinised three registered providers per Municipal Year. VIVID Housing, as the Borough’s largest provider, was included in the work plan annually. However, during 2020/21, issues with a fourth provider had been raised and a number of meetings had taken place to address these concerns. It was noted that the work with this provider was progressing and an additional meeting was expected to be held in March, 2022 to track progress.

It was advised that Ward Councillors had the opportunity to have an input prior to meetings with the providers, this allowed for councillors to pass on data/information from residents directly to inform the scrutiny process.

Mrs Thornett advised that, through the Group, the relationship between the providers and the Council had grown stronger. The working arrangements of the Group had developed over time and was no longer about a presentation from the provider, but a chance for questions to be asked and action plans to be created to resolve issues. This approach would continue to be developed into the new Municipal Year.

The Committee **ENDORSED** the work of the Registered Providers Task and Finish Group during 2020/21 and **APPROVED** the preparation of a programme of reviews on the 2021/22 Municipal Year. However, it was **NOTED** that the Portfolio Holder should to be made aware of the work of the Group and a meeting would be arranged.

The Chairman thanked Cllr Bedford and Mrs Thornett for their report.

## 5. **PERFORMANCE MONITORING 2020/21**

The Committee welcomed Ms Rachel Barker, Assistant Chief Executive, who was in attendance to give a presentation on Performance Management and Monitoring 2020/21.

At its meeting in February, 2021, the Committee had considered some review work which had been undertaken on the way the Council's performance had been monitored and reported on. This work had been endorsed and continued to be developed and embedded in the structure of the Council's Business Plan.

Performance management allowed the Council to monitor its achievements and ensure the work being undertaken was effective and sustainable. This was done through a number of performance measures and indicators to assess if actions/plans were being achieved. Successful performance management and monitoring resulted from a number of good practices, including, a clear vision and purpose, good planning, priorities, allocation of resources, development of action plans and ensuring the data met the need of its audience, at the right time, to inform good decision making.

Ms Barker, reported on the summary of 2020/21:

- Business Plan Projects – a number of strategies and action plans had been agreed, these included the Climate Change, Supporting Communities and Rough Sleepers Strategies and Action Plans, the Procurement Strategy 2020-24 and a revised plan for the Council's Waste and Recycling Service and Food Waste Collection Service 2021/22. Other projects included the Places Leisure contract, the Moor Road Park development, a review of polling places and districts and an action to agree the future of the CCTV service.
- Regeneration Projects – a number of projects had been completed as part of the Council's regeneration work, these included renovations to the Digital Hub, Aldershot, Voyager House, Farnborough – now operating as the Farnborough Centre for Health, Elles Hall, Farnborough demolition completed

and Union Street, Aldershot – funding agreement with Enterprise M3 in place and enabling works completed.

- ICE Programme – a number of projects had been completed or were underway, these included, rollout of Windows 10 laptops to all staff, People Strategy and a new e-billing service in council tax and an online service to “apply for a postal vote” had both been launched.

A summary was also provided on the COVID-19 response, success stories had included:

- COVID testing sites
- Vaccine Centres
- Payment of £23,000 in business grants
- 54 online council meetings
- COVID advice page on the Council’s website accessed 53,000 times
- Provision of the ORCA – which had dealt with referrals/requests for coronavirus support services

It was reported that, at the end of Q4, the majority of activities in the business plan were considered to be on track, however COVID continued to impact projects but the number of projects affected were steadily reducing.

Moving forward, a new streamlined Council Business Plan with 18 priorities would be measured each quarter, this new approach would help to ensure that there were no delays in performance data being shared.

The Committee discussed the report and agreed that the new streamline reporting would benefit the scrutiny process. It was also important however, to monitor what wasn’t performing well and why, and it was agreed that this would be discussed at a future Progress Group meeting. It was noted that the performance of the new food hub was of interest to the Committee, this issue would also be raised at the Progress Group.

The Committee **ENDORSED** the work around performance management and monitoring and thanked Ms Barker for her presentation.

## 6. **APPOINTMENTS 2021/22**

**RESOLVED:** That the following Members be appointed to serve on the following Groups for the 2021/22 Municipal Year:

### **Overview and Scrutiny Progress Group**

|               |                                              |
|---------------|----------------------------------------------|
| Chairman      | Cllr M.D. Smith                              |
| Vice-Chairmen | Cllr Mrs D.B. Bedford<br>Cllr S.J. Masterson |
| Labour Group  | Cllr Gaynor Austin                           |

### **Council Tax Support Task and Finish Group**

|                    |                                              |
|--------------------|----------------------------------------------|
| Chairman           | Cllr M.D. Smith                              |
| Vice-Chairman      | Cllr Mrs D.B. Bedford                        |
| Conservative Group | Cllr J.B. Canty<br>Cllr L. Jeffers           |
| Labour Group       | Cllr Christine Guinness<br>Cllr M.J. Roberts |

### **Educational Improvement Task and Finish Group**

|                    |                                              |
|--------------------|----------------------------------------------|
| Chairman           | Cllr M.D. Smith                              |
| Vice-Chairmen      | Cllr Mrs D.B. Bedford<br>Cllr S.J. Masterson |
| Conservative Group | Cllr M.S. Choudhary                          |
| Labour Group       | Cllr Gaynor Austin<br>Cllr Nadia Martin      |

### **Highways Agency Task and Finish Group**

|                    |                                                         |
|--------------------|---------------------------------------------------------|
| Vice-Chairman      | Cllr S.J. Masterson                                     |
| Conservative Group | Cllr Jib Belbase<br>Cllr P.J. Cullum<br>Cllr L. Jeffers |
| Labour Group       | Cllr Gaynor Austin<br>Cllr K.Dibble                     |

### **Review of Registered Providers Task and Finish Group**

|                    |                                       |
|--------------------|---------------------------------------|
| Chairman           | Cllr M.D. Smith                       |
| Vice-Chairman      | Cllr Mrs D.B. Bedford                 |
| Conservative Group | Cllr R.M. Cooper<br>Cllr Nem Thapa    |
| Labour Group       | Cllr T.D. Bridgeman<br>Cllr K. Dibble |

## **7. WORK PLAN**

The Committee noted the current work plan and **AGREED** that further consideration would be given to future items at the Progress Group meeting.

Members were asked to advise the Lead Officer or Committee Administrator of any items they wished to be considered prior to the Progress Group meeting scheduled for 23rd June, 2021.

The Food Waste Service was raised as an item for consideration, in particular around the education and communication programme with residents. Further consideration would be given to this item at the Progress Group.

The meeting closed at 8.05 pm.

CLLR M.D. SMITH (CHAIRMAN)

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# POLICY AND PROJECT ADVISORY BOARD

Virtual meeting held on Wednesday, 14th July, 2021 at 7.00 pm.

## Voting Members

Cllr J.B. Canty (Chairman)  
Cllr P.I.C. Crerar (Vice-Chairman)  
Cllr P.J. Cullum (Vice-Chairman)

Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Sophia Choudhary  
Cllr Christine Guinness - as substitute  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr Mara Makunura  
Cllr M.J. Roberts

Apologies for absence were submitted on behalf of Cllr Sophie Porter.

## 8. MINUTES

The minutes of the meeting held on 9th June 2021 were agreed as a correct record.

## 9. HAMPSHIRE COUNTY COUNCIL - BALANCING THE BUDGET CONSULTATION - UPDATE

The Board welcomed Rachel Barker, Assistant Chief Executive, who was in attendance to report on the Council's interim response to the Hampshire County Council (HCC) consultation on Balancing the Budget.

The proposed response from the Council would include the following:

- The Council supported HCC in making a case to central government for an improved funding settlement
- Support would be given to an increase in commercial activity by the County Council
- Emphasis would be given to the current work being undertaken by the Council on its own savings programme/budget review and note that it would not necessarily be looking to fund or carry out activities previously delivered by HCC
- The suggested approach to rely on other public sector agencies to provide services would be opposed
- Suggest that early engagement should be held with district and borough councils, to ensure local circumstances and differences are understood as part of the process

- Request that a cautious approach be taken where it had been assumed that voluntary and community sector organisations would address needs in the future

The Board was then apprised of the response to service proposals within the consultation, these included:

- Countryside services and outdoor centres – the Council supported exploring further commercialisation of facilities such as Runways End, but would not wish to see costs transferred to other public sector bodies.
- Breaks for carers of disabled children – a reduction in respite care could prove to be a false economy, ultimately putting more pressure on wider related service providers
- Adult social care services – the proposal to stop all grants to voluntary organisations would be opposed by the Council at this time
- Public health – The Council would be responding to the detailed consultation on public health which was also out for consultation
- School crossing patrols – cutting this service could reduce safety and increase car use directly impacting the response to climate change
- Waste – early engagement with district and borough councils would be suggested to understand the impacts of proposed restrictions at Household Waste Recycling Centres
- Transport – it was unclear where these savings could be sought in public transport costs and further information would be required to understand this better.

Ms Barker advised on a question within the consultation regarding “local government reorganisation”, and it was noted that the Council, in line with HCC, were not in favour of such a change and were supportive of the current two tier arrangements. The Council would welcome further discussions with HCC to reduce duplication of costs and services, increase devolved decision making and funding, and pursue further enhanced and joint working opportunities. Any reviews of local government should, ideally, wait until the Levelling Up White Paper was released, and any proposals should be developed in partnership between all layers of local government to ensure the best outcomes for residents were achieved.

The Board discussed the presentation and in particular, capacity building within the voluntary sector and school crossing patrols being essential in most areas to ensure safety and encourage independence within young people. Increasing commercialisation was also discussed and where this could be implemented.

It was noted that Informal Cabinet would review the response at its meeting on 15th July, therefore, should Members have any further comments these should be shared with Ms Barker before the meeting. The response would then be finalised and submitted by the 18th July, 2021 deadline.

## 10. **ALDERSHOT TOWN CENTRE STRATEGY**

The Board welcomed Tim Mills, Head of Economy, Planning and Strategic Housing who was in attendance to give a presentation on the draft Interim Aldershot Town

Centre Strategy. The context to the strategy had come from various sources, these included the Aldershot Town Centre Prospectus SPD - adopted in 2016, the community consultation ran by the Aldershot Civic Society in 2020, the High Streets Task Force's reports and support and the Transition and Recovery Plan. The impacts of the pandemic and the acceleration in the demise of the high street had also had an influence.

The Interim Strategy had provided a platform to update the vision for Aldershot and thought more about communicating and developing the idea of what the town could be moving forward. Themes had been updated, based on what had been achieved since 2016 when the Aldershot Town Centre Prospectus SPD was adopted and what still needed to be achieved.

The vision for the town was proposed as a place where people felt at home and had made their homes. A town where people felt welcome and where families wanted to be. A thriving town centre that provided a range of services that were accessible to all and offered an experience to all demographics from the local community and visitors. A mix of independent and high street shops would provide employment opportunities and space to start new businesses and the Victorian and military heritage and diverse community within Aldershot, would be celebrated, maintained and developed.

Through work with the Aldershot Task Force, High Street Task Force, developers, property owners and the Civic Society, engagement with the community would be undertaken on the vision to develop a shared communications plan and ongoing campaign to tell the story of the "new Aldershot".

The Board noted what was still to be done since the SPD had been adopted in 2016. It was advised that the SPD had been separated into themes, which had items outstanding, these included:

- Theme 1- Revitalised and Diverse Town Centre Offer
  - Ensuring the correct mix of commercial floor space usage
  - Masterplanning forward thinking for other areas in the town such as Windsor Way
- Theme 2 – Town Centre Living
  - Masterplanning for Princes Hall/Police Station – mixed use
  - Opportunities for quality residential conversions
- Theme 3 - Accessible and Connected Town Centre with an Improved Public Realm
  - Connectivity study to assess accessibility/parking study
  - Public Realm – “Spaces make Places” - ensuring spaces/areas are right for the town and its residents
- Theme 4 – An Improved Cultural Offer
  - Development of the Cultural Strategy
  - Re-introduction of events programme

- Theme 5 – Affirming the Town’s Heritage
  - Implementation of heritage trials
  - Shopfront improvements to emphasise Victorian heritage

The Board noted the next steps which would be followed by engagement with Informal Cabinet and public consultation around community and public realm. The Board were asked to consider the themes and to do lists and how these fitted into the Council’s priorities.

The Board discussed the presentation and the proposed Strategy and identified a number of areas that it was felt were important and should be incorporated, these included:

- Build on the strengths of the leisure offer – identify where there were gaps locally and consider opportunities in particular at the Princes Hall
- Consideration be given to how the towns diverse culture could be promoted moving forward, not just it’s heritage
- How housing developments could improve equity in jobs, income and health
- Implementation of the Strategy and mitigation of risk
- No obvious link to the Climate Change Strategy – should be at the heart of the document
- Provision of lighting – consideration to light pollution and safety/perception of safety
- Improved connectivity with the Wellesley development
- Connectivity and redevelopment of the railway station

The points raised would be considered and where appropriate, built into the Strategy as it developed. In response to a query, it was noted that the consultation period would expect to run in the autumn.

The Board **ENDORSED** the proposed Strategy and thanked Mr. Mills for his presentation.

## 11. **SOUTHWOOD COUNTRY PARK INTERIM MANAGEMENT PLAN**

The Board welcomed Anna Lucas, Principal Planning Officer who was in attendance to present on the Southwood Country Park Interim Management Plan.

It was advised that the site was designated a Suitable Alternative Natural Greenspace (SANG), the purpose of which was to divert people away from visiting Special Protection Areas (SPA). The site should consist of a number of criteria which could include, open areas and areas of dense scattered trees and shrubs, open water, circular walks, signposting and site information.

It was noted that the site had been developed from its original use as a golf course during phase 1 and temporary management of the site had been undertaken by the Blackwater Valley Countryside Partnership (BVCP). Phase 2 proposed to secure the full potential of the site, which could be achieved through a soft marketing testing

exercise and arrangements put in place for the longer-term management of the site. Once this was in place a ten year plan would be prepared.

The Interim Management Plan 2021-23 covered phase 2 of the work, management of the habitat complex and enhancements to attract different wildlife not already located on the site, maintenance and monitoring and a schedule of work. Progress on phase 2 was noted, this included work on the Southwood and Cove Brook Floodplain Improvement Project, options and designs for the proposed visitor centre and café and a pedestrian crossing which was currently subject to some technical work and confirmation from HCC regarding requirements.

The Board was apprised of the details of the habitat management plan. This included mowing regimes, creation of a wetland habitat, thinning of the canopy over the waterways, planting of copses and re-establishing historic hedgerows, health and safety work on trees and extensive restoration works on the river, stream and ditch network.

The native species found on the site were outlined, including bats, badgers, reptiles, 36 species of bird, amphibians and invertebrates. A number of invasive non-indigenous species were also present on the site and these would be dealt with appropriately.

Access and Infrastructure to the site was a key part of the Plan. Provision included parking facilities, clear signage, all weather paths, fencing and gates, picnic benches and seating, installation of a trim trail/nature trail and deconstruction of the golf course infrastructure.

The Board was advised of the timeline for the Management Plan. It was proposed that consultation on the Interim Plan would be undertaken in September, 2021, with a view to appoint a permanent SANG operator in April 2022. The ten year plan would then be developed in conjunction with the successful party.

The Board discussed the Interim Plan and raised a number of points, including:

- The Café/Visitors Centre – It was advised that this would not be included in the Plan but would be developed in parallel to it. The café would be operated on a lease basis and consideration would be given to similar offers in the local area to ensure best practice. It was felt important to make the most from the facility and offer multiple uses and ensure best value for money. Access for volunteers would also need to be considered.
- Funding – it was noted that developers' contributions would make up some of the funding to run the site but other funding would be sought and the Environment Agency had provided £45,000 towards some of the proposed developments.
- Pedestrian Crossing – it was noted that the crossing would be signal operated.

- Wheelchair access – the need to ensure access for all would be reflected in the Plan.
- Connectivity – It was noted that work was underway to connect the Southwood Country Park and Southwood Woodland. However, connectivity with sites further afield would be dealt with through the forthcoming Cycling and Walking Implementation Plan and the Green Infrastructure Strategy which were in their development stages.

The Board **ENDORSED** the Southwood Country Park Interim Management Plan and thanked Ms Lucas for her presentation. It was also noted that, should Members have any further comments or questions relating to the Plan, these should be referred to Ms Lucas or Mr. Mills.

## 12. **WORK PLAN**

The Board **NOTED** the current Work Plan and were advised of an in person workshop that would be taking place on September 9th, 2021, on the civic element of the Farnborough Civic Hub development.

The meeting closed at 9.21 pm.

CLLR J.B. CANTY (CHAIRMAN)

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