## Supplementary <br> Committee Agenda

# Epping Forest <br> District Council 

Cabinet<br>Thursday, 9th March, 2017<br>Place: Council Chamber, Civic Offices, High Street, Epping<br>Time: $\quad 7.00 \mathrm{pm}$<br>Democratic Services: Gary Woodhall<br>(Governance Directorate)<br>Tel: (01992) 564470<br>Email: democraticservices@eppingforestdc.gov.uk

9. REVIEW OF THE COUNCIL'S ACCOMMODATION (Pages 3-154)
(Leader of Council) To consider the attached background papers in conjunction with the report (C-067-2016/17).

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## Epping Forest District Council <br> Service Accommodation Review <br> - Strategic Outline Case



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## Service Accommodation Review Executive Summary (1/3)

1. Purpose of the review

- The Service Accommodation Review under the Council's Transformation Programme explores options to:
- Maximise the beneficial use of the Council's land holdings;
- Provide a catalyst for transformational change in working practices; and
- Improve accommodation provision whilst realising ongoing running cost efficiencies.
- The Review considers both the future of the Civic Offices site and alternative sites for a potential new office HQ.
- The overall objective has been to develop a Strategic Outline Case (SOC) that enables the Council to make a clear decision on whether to progress with detailed feasibility work and the development of an outline business case.


## 2. Future requirements

- The Council is presently occupying and paying for more space than it needs to accommodate the current and future headcount.
- Approximately 500 staff will require accommodation at the Civic Offices or in alternative office accommodation within a foreseeable timeframe.
- An 8:10 workstation to staff ratio is considered achievable based on the degree of flexibility in the workforce identified.
- There is potential to be more ambitious and work towards a 7:10 or 6:10 ratio as cultural change is embedded.
- North Weald Airfield offers a potential site for a new HQ office.


## Service Accommodation Review Executive Summary (2/3)

## 3. Options considered

- Four main options have been identified and appraised:
> Option 1: Do minimum (no development in Epping).
> Option 2: Full relocation of the Council HQ.
> Option 3a: Part relocation of the Council HQ (retain a presence on the Civic Offices site).
> Option 3b: Part relocation of the Council HQ (retain presence in Epping town centre).
> Option 4: Optimise use of the Civic Building and new Housing Hub.
- In addition a number of variant scenarios have been considered to identify the optimum scenario for the Council.
- Two main development schemes have been considered for the Civic Offices


Potential re-development of the Civic Offices site in Epping site, one predominantly residential and a second also incorporating a hotel.

- The schemes have been densified to minimise the need for development in the surrounding Green Belt and maximise the site value. In progressing any scheme to outline planning consent it would be necessary to balance the requirements for a substantial development with the need to preserve the character of the Conservation Area.
- The schemes also assume relocation of protected newts and an electricity substation from the site.
- The Council could retain a front-facing office presence within any future development scheme.


## Service Accommodation Review Executive Summary (3/3)

4. Conclusions

|  | Option 1 | Option 2 | Option 3a | Option 3b | Option 4 |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Savings vs base case for core scenarios | $£ 81,688$ | $(£ 372,724)$ | $£ 14,859$ | $(£ 30,766)$ | $(£ 46,492)$ |
| Financial appraisal ranking | $\mathbf{5}$ | $\mathbf{1}$ | $\mathbf{4}$ | $\mathbf{3}$ | $\mathbf{2}$ |
| Qualitative weighted score | 2.65 | 3.25 | 4.60 | 3.90 | 2.40 |
| Qualitative appraisal ranking | $\mathbf{4}$ | $\mathbf{3}$ | $\mathbf{1}$ | $\mathbf{2}$ | $\mathbf{5}$ |

- Overall the residual land value of the Civic Offices site is slightly lower than that required to fund a new build office of a size sufficient to accommodate the future headcount at an 8:10 ratio.
- All core options demonstrate the potential to be financially viable based on disposal of the Civic Offices for capital release, with Option 2 demonstrating the highest potential on-going annual savings of $£_{373 \mathrm{k}}$ pa. However, the financial return for Options 2, 3 a and 3 b could be optimised further through several development variables, including more ambitious implementation of agile working.
- A hotel and residential development mix suggests slightly better financial return but the market for hotel use is untested and therefore higher risk.
- An additional financial benefit of up to $£_{320}$ ok pa could be realised if the Council were to act as investor/developer and generate an income stream from the site, instead of disposal. The savings could increase significantly to $£ 1.37 \mathrm{~m}$ pa if interest only borrowing were considered. The Council therefore needs to carefully consider the relative benefits of the additional income from acting as a landlord in whole or part, against a lower risk disposal option.
- Option 3a scores highest against the Council's strategic objectives as defined by senior officers.
- Option 4 demonstrates that it would be necessary to extend the Civic Building and acquire adjacent land to accommodate staff at an 8:10 ratio across the Civic Building and new Housing Hub whilst meeting parking requirements on site. If a ratio of between 7:10 and 6:10 was adopted, extension of the building would not be required but this may be culturally challenging to implement. It could, however, deliver a higher saving against the base case by avoiding the cost of extension.
- The Council needs to consider the relative importance of its transformation objectives against the "do minimum" option and the associated stakeholder sensitivities of a move away from the Civic Offices site.
- Further work should now be undertaken to develop the Civic Offices scheme and new build office, including establishing a clear vision for future office accommodation and ways of working.


## Background \& Current Position

## Service Accommodation Review Background \& Context (1/2)

## Key points:

- The Civic Offices on Epping High Street are the Council's current HQ.
- Existing office accommodation at the Civic Offices is considered to be under-utilised.
- The current layout is inflexible and does not lend itself well to public access.
- The Civic Offices site has good alternative use potential in an Epping town centre location.


Epping Forest District Council's headquarters office is currently based at the Civic Offices site on Epping High Street and is the seat of political power in the district. The office accommodates the majority (450) of Council staff and a mixture of customer facing and back office functions across several buildings. The Conder building dates from the 1970s, while the new Civic building at the front of the site was built in the 1980s, incorporating a new Council Chamber and public and committee meeting rooms.

The Council has concerns that its existing office accommodation is under-utilised and that the current use of the Epping site does not represent the highest and best economic use of a valuable Council asset. Furthermore the design and layout of some of the current accommodation is considered inflexible, restricting the ability of the organisation to respond to expansion/contraction in teams and deliver cultural change, whilst posing challenges for public access and customer contact.

In addition the Council owns the freehold of land at North Weald Airfield, two miles from the Civic Offices and within the North Weald masterplan area, which is designated for commercial and office development. The Council is also proceeding to self-deliver other development schemes using its assets, including a mixed use development at St. John's Road, Epping Forest Shopping Park, Epping Forest District Museum, and potentially leisure centre refurbishment/replacement as part of a new leisure management contract.

A separate project is also proceeding to deliver a new build housing hub facility at North Weald to colocate the Housing Responsive Repairs team that is required to vacate the St. John's Road depot to enable development of the site, and the Housing Assets team from the Civic Offices. Capital funding of $£_{3.2 \mathrm{~m}}$ has been identified from the Housing Revenue Account (HRA) and planning permission has recently been secured for the new building. The new building will accommodate 42 Housing staff and act as a touch-down office base for mobile tradesmen. As a total of 82 workstations will be provided there is some potential additional capacity at the new Housing Hub office.

## Service Accommodation Review Background \& Context (2/2)

Civic Offices site, Epping High Street


## North Weald Airfield site



The changing political, economic and social landscape will require the Council to be highly adaptable and efficient in future to meet increasing challenges across the local authority environment as Government spending cuts take effect and support for growth and job creation is needed in response to mounting demographic changes. The Council's Conservative Cabinet wish to reduce spending and increase income generation to keep Council Tax low and protect front line services. This will require the Council to maximise its use of assets and resources, and think more innovatively around ways to bridge the funding gap and ensure future financial sustainability.

The Council has instigated a Transformation Programme in response to the challenges it faces. The Programme includes workstreams for Customer Experience, Business Culture, Resources, Accommodation and Technology, and Major Projects.

The Service Accommodation Review project under the Resources, Accommodation and Technology workstream is required to explore options to:

- Maximise the beneficial use of the Council's land holdings;
- Provide a catalyst for transformational change in working practices; and
- Improve the accommodation provision whilst realising ongoing running cost efficiencies.

The Review should explore a range of options for the future occupation of Council office accommodation by carrying out an options appraisal and developing a Strategic Outline Case, detailing the redevelopment options and the qualitative and quantitative performance of the options against the Council's strategic objectives. The options need to consider whole or part redevelopment of the existing Civic Offices site as well as delivery of new, fit for purpose office accommodation in an alternative location to release capital value and/or generate an income stream to the Council.

## Service Accommodation Review Approach (1/2)



A six stage process has been undertaken over two months to develop the Strategic Outline Case (SOC) for changing the Council's office estate. This has involved engagement with senior officer stakeholders throughout, as well as the use of specialist development surveying and architectural support in appraising the options. Cabinet considered a draft report on 1 September 2016 and its comments have been reflected in the final report.

Specific activities undertaken included:

- A Visioning Workshop with the Council's Leadership Team to understand the perception of and issues with the current premises, appetite for change and new ways of working, and the Council's strategic drivers and objectives.
- Review of core property data for the Civic Offices to establish the baseline for a "do nothing" scenario. This included reviewing the current annual premises costs, occupancy and space utilisation.
- Interviews with each of the four Service Directorate management teams (Directors and Assistant Directors) to understand current ways of working, existing staff numbers, high-level accommodation requirements and any future change in service delivery models. Interviews were also held with the Chief Executive and Head of Transformation.
- Collating staff headcount and FTE data for the organisation based on information provided by HR and agreeing key assumptions on future staff headcount and demand for accommodation. Management teams were then asked to validate future staff numbers and assign notional "workstyle" categories to individual roles to better understand the potential for more flexible ways of working.
- Meetings/conversations with the Council's retained planning consultants at Fortismere Associates and in-house Development Control team.
- Producing high level development massing options for the Civic Offices site, taking into account demand for and value of alternative uses, to establish an optimum massing and Gross Development Value to inform the option appraisal.
- Appraising alternative sites as a location for a new HQ building and outline design to establish the size of any new build office and to demonstrate how a new building could support the Council in more creative and agile ways of working and the quality of the customer experience.


## Service Accommodation Review Approach (2/2)

## Service Accommodation Review The Civic Offices - Current Position (1/3)

## Key points:

- 1.26ha site to the north east end of Epping High Street.
- Accommodation is split over four buildings on site.
- Civic Building is inflexible in use.
- Other buildings on site offer greater flexibility and potential for more open office space.



## Overview

The Civic Offices lie to the north east of Epping Town Centre High Street on the corner of Church Hill and Homefield Close, occupying a site of 1.26ha.
The Council's accommodation is spread over a number of properties on the site:
i. Civic Building;
ii. Conder Building;
iii. Rear Extension Building; and
iv. Homefield House.

All but Homefield house are linked together. The Civic Building, designed by Richard Reid and Associates, with its distinctive red brick tower, was built in the 1980s. This generally houses the core public services, with a customer service desk, council chamber and public gallery and democratic services. The building appears to have been designed to a defined brief and there is limited flexibility designed in, especially around the entrance, atrium and council chambers.

The Conder building is a steel framed building which is more flexible in its layout with light weight partitions dividing the space as the council currently requires. This building generally houses back of house office functions.

The Rear Extension building is fairly small in comparison to the Civic and Conder building and offers some flexibility, but due to its proportions and size, is not suitable for large open plan office accommodation.
Homefield House is a two storey house converted into offices for Voluntary Action Epping Forest which provides advice, information and development support services for the district.

## Service Accommodation Review The Civic Offices - Current Position (2/3)

## Key points:

- Overall the Council is occupying and paying for more space than it needs to accommodate the current headcount.
- Currently more workstations are provided than there are staff (472 workstations: 449 staff).
- Average workstation occupancy is just $60 \%$ throughout the day.
- The amount of space provided per workstation is high compared to sector benchmarks.
- Annual running costs are slightly high compared to freehold local government office benchmarks.


## Utilisation

Currently 472 workstations are provided for 449 staff based at the Civic Offices giving a ratio of $105.1 \%$. Furthermore, a recent survey by the Council identified that average workstation occupancy is just $60 \%$ on average throughout the working week.
Space allocation per workstation is high at 14.15 m 2 net internal area (NIA) per workstation compared to a central government target of 8-10m2 per workstation.

## Cost in use

Total annual running (revenue) cost for the Civic Offices are approximately $£ 1.05 \mathrm{~m}$ pa which equates to an average cost of $£ 135 \cdot 36 / \mathrm{m} 2$. This is slightly above average compared to typical freehold local authority office benchmarks of around $£ 110-$ 120/m2.

## Third party agreements

The Council has recently renewed the lease with Voluntary Action Epping Forest (VAEF) on Homefield House until March 2018. There is an option to break subject to either party giving 3 months' notice and the lease is outside the Landlord \& Tenant Act $1954 \mathrm{~s} .24-28$ so VAEF has no security of tenure.

| Key metrics |  |
| :--- | :--- |
| Current staff <br> headcount | 449 |
| Current <br> workstations | 472 |
| Existing Use <br> value (£) | $£ 9.74 \mathrm{~m}^{*}$ |
| Total Gross <br> Internal Area <br> (GIA) (m2) | $7,735 \mathrm{~m} 2$ |
| Space (NIA) per <br> workstation | $£ 14.15 \mathrm{~m} 2$ |
| Total annual <br> running costs | $£ 1.05 \mathrm{~m}$ |
| Average annual <br> running cost | $£ 135.36 / \mathrm{m} 2$ |

Note: *existing use value is based on the
Council's accounts for 2015/16 and has not been validated or reviewed as part of the development of the SOC.

# Service Accommodation Review The Civic Offices - Current Position (3/3) 

## Key points:

- The Civic Offices are generally considered to be in good condition.
- There is potential to increase capacity in the Civic Building by extending the office adjacent to Homefield House and/or infilling the atriums.


## Condition

Although condition survey data has not been provided, the Civic Offices are generally considered to be in good condition for their age with an annual programme of planned investment in repairs and maintenance. It is understood that the Council considers the mechanical and electrical (M\&E) plant and systems appropriate for long term occupation without a need to upgrade but this has not been assessed in developing the SOC.

## Potential capacity and layout considerations

The Council has recently commissioned a structural survey to consider the potential to open up the Civic Building to support more agile ways of working. The survey concluded that all walls within the atrium could be removed, but the large circular pillar needs to remain, along with the 3 or so supporting pillars in the wall which creates the Housing Options offices. In addition it should be feasible to construct floors across the atrium at first and second floor level to create additional floor space, most suitable for use as additional meeting rooms.
There is also potential to extend the Civic Building. This would logically be adjacent to Homefield Close to the rear of the building to minimise the impact on parking and development potential to the rear of the site. This would create approximately an additional $885 \mathrm{m2}$ (GIA) and 108 extra workstations.
Overall, the Civic Building appears to have limited flexibility designed in, especially around the entrance, atrium and council chambers, although non-structural walls could be removed across the floors to create more open office space in support of agile working. The Conder Building is considered to be more flexible with lightweight partitions that can more easily be removed and a more uniform, rectangular layout.

These considerations have informed the appraisal of options in this review where the Council retains an office presence on the existing Civic Offices site.

## Future Requirements

## Service Accommodation Review Strategic Objectives \& Drivers

## Key points:

- Senior officers have identified five key strategic objectives for the accommodation review, focussed on service transformation, cultural change, partnership working and economic development.
- Accommodation proposals must maximise revenue income and capital receipts.
- These strategic objectives have been used to appraise the options under review.

The discussion with the Council's senior managers at the Visioning Workshop concluded that there were a number of strategic objectives for the accommodation review further to the financial imperative. These drivers relate to the Council's Corporate Plan 2015-2020 (see Appendix 3) and the Benefits Statement from the Council's Transformation Programme (see Appendix 4). Five key strategic objectives were ranked in order of importance to the Council:

> 1. A focus on customer service, "placing them at the heart of everything we do", including: - Improved customer environment - Minimised disturbance from relocation

## 2. Enable transformation and cultural change across the Council involving new and agile ways of working across teams

3. Enable closer collaboration and shared services with partner organisations

## 4. Support the economic development aspirations for the district, through the Local Plan

5. Deliverability of the proposals, in terms of planning, commercial and investment matters

The overarching financial objective for the Service Accommodation Review is to assess and develop the Council's own property and landholdings, in order to maximise revenue streams and capital receipts.

## Service Accommodation Review Future Requirements (1/3)

## Key points:

- Approximately 500 staff will require accommodation at the Civic Offices or in alternative office accommodation within a foreseeable timeframe.
- Of those 500 staff, a conservative estimate of 300 roles (52\%) have potential to work more flexibly (subject to appropriate IT provision and HR policy) which should reduce future space demand.

| Workstyle definitions |  |
| :--- | :--- |
| Fixed | Largely desk-based role. <br> Admin staff assumed as <br> fixed. $90-100 \%$ time desk- <br> based on average. |
| Some <br> flexibility | Some flexibility due to <br> off-site visits/meetings or <br> activities. $70-90 \%$ of time <br> desk-based on average |
| Agile | Significant part of the role <br> undertaken off-site. Less <br> than 7o\% of time desk- <br> based on average. |

## Staff numbers / headcount

A review of current staff numbers has identified a total headcount of 449 (403 FTE) based at the Civic Offices (excluding vacancies).
A gross total future headcount of $\mathbf{5 0 0}$ staff has been determined. This includes the Housing Assets team (currently based at the Civic Offices) and the Housing Responsive Repairs team (currently based at St. John's Road), which are proposed to be co-located in a new Housing Hub at North Weald. It also allows for 19 Communities staff proposed to relocate to the Civic Offices from Hemnall Street and a small number of vacancies.
An initial review of the potential for more flexible ways of working based on staff roles has been undertaken by Directorate management teams. This suggests that 300 roles allow for some degree of flexibility, indicating potential to introduce more agile ways of working and a reduced workstation to staff ratio to offset future space requirements. This is considered a conservative assessment of workstyles and would need to be more robustly appraised at a later stage.
The breakdown of future staff headcount and workstyle category is shown in the charts to the right:

Future headcount by directorate:


106

Staff roles by workstyle:


## Service Accommodation Review Future Requirements (2/3)

## Key points:

- An 8:10 workstation to staff ratio is considered achievable based on the degree of flexibility in the workforce identified.
- There is potential to be more ambitious and work towards a 7:10 or 6:10 ratio as cultural change is embedded.
- The Customer Service Review will consolidate customer-facing functions in one location in future.
- A "core" front-facing Epping town centre Council presence has been identified which has been used to inform the appraisal of split-site options under review.

Based on the initial assessment of staff workstyles, a conservative 8:10 workstation to staff ratio is considered achievable assuming appropriate provision of alternative worksettings (e.g. break out areas), IT provision, and supporting HR policies. Subject to more detailed review of staff workstyles and the Council's level of ambition for cultural change there may be potential to reduce the ratio to 6:10 in line with other more ambitious private and public sector organisations.
Other future requirements
The Customer Service Review will establish a new customer contact centre, bringing together the Council's existing call centre and customer-facing functions in one location. Initial work to establish the scale of this function and develop a floor layout has been used to inform the development of future accommodation options in the SOC.
Discussions with senior officers have also identified "core" Council functions that are considered best retained in an Epping town centre location under a split site option. These are:

- Customer Contact Centre (assumed 15 staff)
- Council Chamber
- Committee/Public meeting rooms
- Democratic Services (7 staff)
- Elections (3 staff)

Interviews with Directorate management teams identified several other facility requirements above and beyond staff workspace. Many of these are small or general relating to storage of records or equipment, or meeting/training requirements. As such, most would be readily accommodated within a modern, flexible office under a new build option for the future and have not been considered in more detail at this stage.

## Service Accommodation Review Future Requirements (3/3)

## Key points:

- The Council should establish and communicate a clear vision for a new way of working in support of transformation and to inform new office accommodation designs.
- This will need to consider the office work settings, IT provision and $H R$ policy needed to support the new way of working.



## Future accommodation vision and key principles for new ways of working

It is recommended that the Council should formally establish and communicate a clear vision for how it wants its staff to work in future and the office accommodation and technology needed to enable the new ways of working. This will provide a design standard for future office accommodation and provide a means of "selling" the cultural change and new ways of working to staff.
Some of the key principles for a future vision emerging from the Service Accommodation Review are:

- Open plan floors and a move away from cellular individual offices;
- A range of different worksettings to support more agile ways of working and to give staff a choice as to where they undertake their activities (e.g. breakout spaces, confidential meeting spaces, touch down points, café areas, quiet working areas, a range of meeting rooms/sizes etc.);
- Adoption of agile working at an appropriate workstation to staff ratio based on roles and responsibilities;
- An IT strategy that supports mobile working and equips staff to undertake their duties based on workstyles;
- Maximum 10m2 per workstation (excluding circulation, storage and meeting space), although aspire to 8 m 2 in line with central government guidelines;
- Co-location with partners where there are collaborative working opportunities and financial benefits for the public; and
- Provides a value for money and appropriate image for the Council.

Initial work by Bisset Adams to demonstrate a potential office environment and new way of working for the Council is set out in Appendix 2 showing a concept and a range of worksettings that could be further developed for new office accommodation in future, and to help communicate a vision to staff and stakeholders.

Strictly private and confidential
21 December 2016 Final

## Accommodation Options

## Service Accommodation Review Options Considered

## Key points:

- Four main options have been identified and appraised in the SOC.
- The core options appraised involve modelling the Council's future space demand at a 8:10 workstation to staff ratio, assuming sale of the Civic Offices site for capital release and no land assembly (i.e. development of the Council's existing freehold interest in the site only).
- In addition a number of variant scenarios have been considered to identify the optimum scenario for the Council.

Three main options have been identified and defined, in addition to a "do nothing" baseline option against which the financial performance of the other options has been assessed. The core options are:
> Option 1: Do minimum (no development in Epping);
> Option 2: Full relocation of the Council HQ;
> Option 3: Part relocation of the Council HQ (retain a presence in Epping town centre); and
> Option 4: Optimise use of the Civic Building and new Housing Hub.
Option 3 has been split into two sub-options depending on whether the Council retains a presence on the Civic Offices site or elsewhere in Epping town centre.

The options are defined in more detail on the following pages with their respective benefits/opportunities and constraints/risks.

The core options involve sale of the Civic Offices site for capital value, future space demand at an 8:10 ratio, and no strategic land assembly.

In addition a number of variant scenarios have been considered for each option. The variant scenarios include:
i. Modeling the Council's future space demand at both an $8: 10$ and $6: 10$ workstation to staff ratio;
ii. Modelling both capital release from the Civic Offices site and an alternative investment/income generation scenario;
iii. Considering potential acquisition of two existing residential properties and primary care land adjacent to the Civic Offices site to optimise the potential development area; and
iv. Considering two potential optimum development mixes for the Civic Offices, one predominantly residential and one combining a hotel with residential, plus a smaller residential scheme (Option 4 only).

## Service Accommodation Review Summary of Options

## Option 1: Do minimum (no development in Epping)

Continue to occupy the Civic Offices site, undertake refurbishment works, implement more agile ways of working at a ratio of 8:10 and consolidate staff into a reduced footprint. Let any surplus office space to a third party for a rent. Proceed with a new build Housing Hub at North Weald as planned to enable the St. John's Road site to be vacated.

## Option 2: Full relocation of the Council HQ

Vacate and redevelop the Civic Offices site for alternative uses and relocate all Council HQ functions to a new build office on another site (potentially at North Weald Airfield). Co-locate Housing staff intended for the new Housing hub in the new HQ office.

Option 3a: Part relocation of the Council HQ; retain core front office presence on Civic Offices site
Redevelop the Civic Offices site for alternative uses, retain core civic and customer-facing Council presence on the site and relocate other Council HQ functions to a new build office on another site (potentially at North Weald Airfield). Colocate Housing staff intended for the new Housing hub in the new HQ office.

Option 4: Optimise use of the Civic Building and new Housing Hub
Redevelop the rear of the Civic Offices site for alternative uses; retain, refurbish and optimise use of the Civic Building and build a new Housing Hub with additional capacity at North Weald.

## Service Accommodation Review Option 1 - Do minimum (no development in Epping)

## Option Description:

Continue to occupy the Civic Offices site, undertake refurbishment works, implement more agile ways of working at a ratio of 8:10 and consolidate staff into a reduced footprint. Let any surplus office space to a third party for a rent. Proceed with a new build Housing hub at North Weald as planned to enable the St. John's Road depot site to be vacated.

## Benefits/opportunities

- Consolidates Council staff into a reduced office footprint and makes more efficient use of space.
- Potential to generate an income stream by renting surplus office space to a third party.
- Staying on the same site is less politically and publically sensitive.
- Staff disturbance/relocation is minimised.


## Constraints/risks

- Implementation of more ambitious agile ways of working (i.e. 7:10 or 6:10 ratios) is restricted by the nature of the existing building when compared to a new build, modern office.
- The Civic Offices site cannot be made available for alternative development/uses.
- Market for third party office space within the existing Civic Offices may be limited in Epping unless a suitable partner organisation can be identified.
- Capital cost of providing a new Housing hub at North Weald.
- Potential car parking issues at the Civic Offices site from needing to meet both Council and third party staff parking requirements on the site.



## Service Accommodation Review Option 2 - Full relocation of HQ

## Option Description:

Vacate and redevelop the Civic Offices site for alternative uses and relocate all Council HQ functions to a new build office on another site (potentially at North Weald Airfield). Co-locate Housing staff intended for the new Housing Hub in the new HQ office.
Benefits/opportunities

- All Council HQ functions co-located under one roof in a single new build office.
- The Civic Offices site is vacated and alternative uses/income potential maximised.
- Potential to optimise the quality, efficiency and flexibility of the new office through the design process.
- Ability to maximise agile working and cultural change through design of the new office.
- Contributes to economic development and Local Plan on both the Civic Offices and at North Weald Airfield.
- Avoids the need for capital investment in a new Housing Hub at North Weald.

Constraints/risks

- Public perception of vacating the Civic Offices site and investing in new accommodation.
- Staff relocation to a new site outside Epping town centre with associated travel to work concerns.
- Politics of a move away from the historic seat of the Council in Epping town centre.
- Large scale capital investment required across both sites and associated cost of borrowing.


| Space Summary |  |
| :--- | :--- |
| Number of workstations | 400 (new build) |
| Workstation:staff ratio | $8: 10$ |
| New GIA (m2) | 5,088 |
| Reduction in floor area | $34 \%$ |

## Service Accommodation Review Option 3a - Part relocation of HQ ; retain core front office presence in Civic Offices

## Option Description:

Redevelop the Civic Offices site for alternative uses, retain core civic and customer-facing Council presence on the site and relocate other Council HQ functions to a new build office on another site (potentially at North Weald Airfield). Co-locate Housing staff intended for the new Housing Hub in the new HQ office.

## Benefits/opportunities

- The Civic Offices site is largely vacated, with alternative use/income potential realised across most of the site.
- Potential to optimise the quality, efficiency and flexibility of the new office through the design process (although less so than Option 2).
- Ability to maximise agile working and cultural change through design of the new office (although less so than Option 2).
- Contributes to economic development and Local Plan on both the Civic Offices and at North Weald Airfield.
- Retains a Council presence on the historic seat of the Council in Epping.
- Avoids the need for capital investment in a new Housing Hub at North Weald.

Constraints/risks

- Splits Council HQ functions across two sites with associated operational inefficiencies.
- Public perception of vacating most of the Civic Offices site and investing in new accommodation.
- Staff relocation to a new site outside Epping town centre with associated travel to work concerns.
- Rent payable for Civic Offices retail/office space which would otherwise be let to a paying tenant.
- Significant amount of capital investment across both sites and associated cost of borrowing.



## Service Accommodation Review Option 3b - Part relocation of HQ ; retain core front office presence in Epping town

## Option Description:

Redevelop the Civic Offices site for alternative uses, relocate other Council HQ functions to a new build office on another site (potentially at North Weald Airfield) and rent office space in Epping Town for civic and customer services. Co-locate Housing staff intended for the new Housing Hub in the new HQ office.

## Benefits/opportunities

- The Civic Offices site is completely vacated, with alternative use/income potential realised across all of the site.
- Potential to optimise the quality, efficiency and flexibility of the new office through the design process (although less so than Option 2).
- Ability to maximise agile working and cultural change through design of the new office (although less so than Option 2).
- Contributes to economic development and Local Plan on both the Civic Offices and at North Weald Airfield.
- Avoids the need for capital investment in a new Housing Hub at North Weald.


## Constraints/risks

- Splits Council HQ functions across two sites with associated operational inefficiencies.
- Public perception of vacating the Civic Offices site and investing in new accommodation.
- Staff relocation to a new site outside Epping town centre with associated travel to work concerns.
- Politics of a move away from the historic seat of the Council in Epping town centre.
- Need to identify and secure a suitable customer-facing Epping town centre office.
- Rent payable for third party office space.
- Significant amount of capital investment across both sites and associated cost of borrowing.



## Service Accommodation Review Option 4 - Optimise use of the Civic Building and new Housing Hub

## Option Description:

Redevelop the rear of the Civic Offices site for alternative uses; retain, refurbish and optimise use of the Civic Building and build a new Housing Hub with additional capacity at North Weald.
Note: The Civic Building has potential to accommodate 250 workstations based on modern layouts to support agile working and the Council could extend the Civic Building to accommodate an additional 108 workstations, which would be necessary to support an 8:10 ratio (see Appendix 2). The Housing Hub provides a further 82 workstations.

## Benefits/opportunities

- Consolidates Council staff into a reduced office footprint and makes more efficient use of space.
- Staying on the same site and retaining the Civic Building is less politically and publically sensitive, and likely to be acceptable in planning terms.
- Staff relocation is minimised.
- Optimises use of surplus capacity at the new Housing Hub.


## Constraints/risks

- An 8:10 ratio is only feasible across the two sites if the Civic Building is extended. Staff would need to work at between a 7:10 and 6:10 workstation to staff ratio across the two sites without any extension, which is culturally and practically challenging.
- Potential car parking issues at the Civic Offices site from needing to meet both Council and residential parking requirements on the site.
- Acquisition of additional adjacent land would be needed to accommodate an extension of the Civic Building (see Appendix 2) whilst meeting the parking requirement on the site.
- Only the rear of the Civic Offices site is released for alternative development/uses which reduces the capital receipt/income potential for the Council and Local Plan aspirations.
- Staff decant is potentially challenging during refurbishment and site redevelopment.


| Space Summary |  |
| :--- | :--- |
| Number of workstations | 440 if Civic Building extended <br> (358 Civic Building; 82 Housing <br> Hub); 332 without extension |
| Workstation:staff ratio | $8: 10$ if extended; between 7:10 <br> and 6:10 without extension |
| New GIA (m2) | 5,901 if extended (4,605 Civic <br> Building; 1,296 Housing Hub); <br> 5,007 without extension |
| Reduction in floor area | $\mathbf{2 4 \% ; 3 5 \%}$ without extension |

## Service Accommodation Review Civic Offices Development Potential (1/2)

## Key points:

- Two main development scenarios have been considered, one predominantly residential and one also incorporating a hotel.
- Affordable housing provision has been allowed for in the appraisal.
- The Council could retain a frontfacing office presence within any future development scheme.


An appraisal of the alternative use potential and optimum development mix/densities for the Civic Offices site if it were to be released by the Council has been undertaken to inform the financial appraisal of the options.
Two main development scenarios have been identified based on higher value land uses in the district:
a. Predominantly residential, with commercial/retail use along the ground floor road frontage; and
b. A hotel and residential, with commercial/retail use along the ground floor road frontage

A smaller, reduced-density residential scheme has been identified for Option 4 specifically. More detail on the development potential and densities are set out in Appendix 2.

Under each development scenario the residential element provides a mix of 1 and 2 bedroom apartments and 3 bedroom townhouses. The following assumptions have also been made with regard to planning policy:

- Private rented/sale @ $60 \%$ of units;
- Affordable @ $40 \%$ of units split $70 \%$ social rented and $30 \%$ intermediate (sold to an RSL / HRA Account); and
- Affordable units split 50:50 between one and two bed flats.

The opportunity to increase the development potential has been explored considering the viability of purchasing the two bungalows in the top right hand corner of the site along Homefield Close and the GP surgery site.
If the site were released for development, the Council could retain an office and customer-facing presence on the site. This would most logically be within the commercial/retail space along the ground floor road frontage and this has been considered in the appraisal of Option 3a.
Note: the development scenarios assume relocation of protected newts and an electricity substation on the site to optimise development.

## Service Accommodation Review Civic Offices Development Potential (2/2)

## Key points:

- The level of affordable housing provision the Council is able to negotiate with planners could significantly impact on the value of the site.
- There is good potential for colocation opportunities with partners should the Council wish to explore these further.


In undertaking the development appraisal consideration has been given to points made in discussion with Alison Blom-Cooper of Fortismere Associates and Chloe Salisbury of ARUP, specifically:

- Reduced parking on the site is necessary due to its close proximity to the town centre and Epping Tube Station. Minimal parking should be accommodated for visitors and any town houses that are proposed;
- The Council have an appetite to densify any development so as to protect the surrounding Green Belt from development;
- An existing SLAA on the site has been identified for 38 dwellings at 3odph, however the above point suggests that a much more dense approach can be considered;
- A mix of 1 and 2 bedroom apartments are much needed in the area but 3 bed flats are unlikely to be viable;
- The council will consider if it is viable to have $40 \%$ of the residential development affordable housing, $70 \%$ of which are to be affordable rent and 30\% for intermediate housing; and
- A chain hotel is likely to be more viable than an independent/boutique hotel, but visitor numbers are awaited to inform the Local Plan so the demand and market for a hotel is untested.

Note: as an affordable housing level of $40 \%$ has been allowed for in the development appraisal, if a lower level could be negotiated with the planners then this would provide a more favourable return to the Council than the scenarios presented in this SOC.

## Co-location with partners

All options offer the potential for the Council to take a One Public Estate approach with partners, either on the Civic Offices site or as part of a new build office which would provide the opportunity to also accommodate partner office requirements is appropriate. An initial approach to Essex Police and the CCG has been made to better understand their estate strategy and any potential for co-location with the Council and a response is awaited at the time of writing.

Should the Council retain a customer-facing presence on the Civic Offices site, the ground floor commercial/retail space along the road would lend itself well to a possible library or re-provision of the GP surgery and these opportunities could be explored further.

## Service Accommodation Review Travel to Work

## Key points:

- Staff relocation and travel to work will need to be considered in deciding on any move away from the Civic Offices.
- Currently $43 \%$ of staff live in the district and 80\% drive to work (equating to approximately 300 cars)
- North Weald is approximately 2 miles from the Civic Offices - a 10 minute drive.
- However, North Weald is served by a regular bus service from Epping High Street and Epping Tube Station.



## Transport links between Epping town centre and North Weald Airfield

- A bus service runs every 10 mins between Epping High Street and Hurricane Way, which is a 10 min walk from North Weald Airfield.
- 419 / 420 bus route takes 6 minutes between Civic Offices and North Weald (the 420 bus also connects North Weald to Epping Tube Station.
- As part of any development of the North Weald site it would be necessary to consider access improvements from Epping Road/Hurricane Way in negotiation with neighbouring landowners.


Strictly private and confidential Final

## Option Appraisal

## Accommodation Review Financial Appraisal (1/2)

## Borrowing assumptions:

- Borrowing rate of $2.26 \%$ over 35 years for Options $2,3 \mathrm{a}, 3 \mathrm{~b}$ and 4 in line with current PWLB annuity rate.
- Borrowing rate of $1.47 \%$ over 15 years for the Baseline and Option 1 in line with current PWLB annuity rate.

| Capital Receipts Scenario (core options) |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Baseline | Option 1 | Option 2 | Option 3a | Option 3b | Option 4 |
| Running Costs | £1,098,658 | £1,106,717 | £843,358 | £1,296,565 | £1,250,815 | £982,287 |
| Recurring Income | - | $(£ 462,250)$ | - | - | - | - |
| Net Revenue | £1,098,658 | £644,467 | £843,358 | £1,296,565 | £1,250,815 | £982,287 |
| Costs (Excl. Housing Hub Build Costs) | - | £7,166,700 | £13,680,008 | £12,104,450 | £12,107,450 | £8,818,965 |
| Housing Hub Build Costs | £3,200,000 | £3,200,000 | - | - | - | £3,200,000 |
| Receipts | - | - | (£10,754,532) | (£10,754,532) | (£10,754,532) | (£4,596,553) |
| Net Capital | £3,200,000 | £10,366,700 | £2,925,476 | £1,349,918 | £1,352,918 | £7,422,412 |
| Cost of Borrowing | £239,275 | £775,153 | £121,850 | £56,226 | £56,351 | £309,154 |
| Total Annual Costs (inc. borrowing) | £1,337,933 | £1,419,621 | £965,208 | £1,352,791 | £1,307,166 | £1,291,441 |
| Savings vs Baseline | - | £81,688 | $(£ 372,724)$ | £14,859 | $(£ 30,766)$ | $(£ 46,492)$ |
| Rank | 0 | 5 | 1 | 4 | 3 | 2 |
| Variant Scenarios: | Baseline | Option 1 | Option 2 | Option 3a | Option 3b | Option 4 |
| Core Option: Residential, 8:10, No land acquisition Note: Option 4 assumes acquisition of bungalows only | - | £81,688 | $(£ 372,724)$ | £14,859 | $(£ 30,766)$ | $(£ 46,492)$ |
| 6:10 | - | £81,688 | (£687,413) | (£284,095) | $(£ 329,721)$ | - |
| Hotel and residential | - | £81,688 | $(£ 428,452)$ | (£40,869) | $(£ 86,494)$ | - |
| With Strategic Land Acquisition | - | £81,688 | (£319,099) | £68,485 | £22,859 | - |
| No Civic Building extension | - | - | - | - | - | (£384,640) |

Strictly private and confidential
Final

21 December 2016

# Accommodation Review Financial Appraisal (2/2) 

## Borrowing assumptions:

- Borrowing rate of $2.26 \%$ over 35 years for Options 2, 3a, 3 b and 4 in line with current PWLB annuity rate.
- Borrowing rate of $1.47 \%$ over 15 years for the baseline and Option 1 in line with current PWLB annuity rate.
- The financial impact of borrowing at an interest only rate has also been shown below



# Service Accommodation Review Financial Appraisal Summary (1/3) 

## Key points:

- Overall the residual land value of the Civic Offices site is slightly lower than that required to fund a new build office of a size sufficient to accommodate the future headcount at an 8:10 ratio.
- Under the core scenarios, if the Civic Offices site were sold for capital release, Options 2, $3 b$ and 4 break even against the base case with Option 2 performing best showing an indicative saving of $£ 373 k p a$.
- A hotel and residential development mix suggests slightly better financial return but the market for hotel use is untested and therefore higher risk.
- There is potential to optimise the net savings up to $£ 687 \mathrm{k}$ pa for Option 2 if a more ambitious agile working ratio of 6:10 and therefore smaller new build office was considered.


## Overall

- In summary, the financial appraisal shows that the Council could choose to either construct a new build HQ office or refurbish the existing Civic Offices and cover its costs using value and savings released from the Civic Offices site.
- The residual land value of the Civic Offices site, which ranges between approximately $£ 10.8 \mathrm{~m}$ for the predominantly residential development scheme to $£ 12.0 \mathrm{~m}$ for the hotel and residential scheme, is slightly lower than the capital cost of a new build office at an 8:10 ratio.
- Any overall financial upside to the Council is dependent on the specific option and variables identified, which have potential to optimise the financial return. Overall annual revenue savings of up to $£ 1.37 \mathrm{~m}$ pa are potentially achievable for the best performing option (Option 2) if the Council were to act as investor landlord and borrow on an interest only basis. This represents an net initial yield of The assumptions used in the financial appraisal are set out in Appendix 1.


## Capital receipt scenarios

- For the core scenarios, which assume a predominantly residential scheme, no strategic land acquisition and an 8:10 workstation to staff ratio for new accommodation, the financial appraisal demonstrates that Options 2, 3 b and 4 break even after allowing for cost of borrowing, with Options 1 and 3 a showing a marginal cost.
- Option 2 shows the highest financial benefit ( $£ 373 \mathrm{k} \mathrm{pa}$ ) followed by Option 4 ( $£ 46 \mathrm{k} \mathrm{pa}$ ). Option 4 also suggests a higher benefit of $£ 385 \mathrm{k}$ pa if the Civic Building is not extended.
- If the hotel and residential scheme was pursued instead of a predominantly residential scheme then the financial appraisal shows slightly higher returns of $£ 428 \mathrm{k}$ pa for Option 2 could be achievable, although the demand and market for a hotel remains untested and this development mix is therefore considered higher risk. Other options also show improved returns under this scenario.
- If a 6:10 workstation to staff ratio is used to reduce the Council's future demand for space in a new build office then Option 2 shows returns of $£ 687 \mathrm{k}$ pa and the other options also show a marked improvement against the base case, most notably Option 4 which would require an extension to the Civic Building, as a result of the need for a smaller office footprint overall.


# Service Accommodation Review Financial Appraisal Summary (2/3) 

## Key points:

- A additional financial benefit of up to $£_{320 k}$ pa could be realised if the Council were to act as investor/developer and generate an income stream. The savings would increase significantly with interest only borrowing.
- This would involve additional risk and management overheads but the Council would hold a significant appreciating asset.
- The Council therefore needs to carefully consider the balance of risk/reward between disposal receipts and investment income at Outline Business Case.
- Strategic land acquisition should be considered more fully once a more detailed development appraisal is commenced in discussion with adjacent landowners to optimise returns.


## Gross rental income scenarios

- Under these variant scenarios, the Council would act as investor/developer, leasing out the private housing, commercial/retail and hotel elements of the scheme to generate an income stream in lieu of capital receipts, other than for the affordable housing units which it has been assumed would be sold to a Housing Association.
- The financial appraisal shows that in comparison to the capital receipt scenarios the gross rental income scenarios generate higher returns against the base case by about $£_{320}$ k pa for Options 2 , 3 a and 3 b. Option 1 shows no additional benefit as the Civic Offices site is not redeveloped under this option and Option 4 shows only $£ 212 \mathrm{k}$ greater returns due to only partly developing the site. If the Council were to borrow on an interest only basis then the financial returns would be significantly higher, with Option 2 showing potential savings of $£ 1.37 \mathrm{~m}$ pa
- The Council would take on the management and administrative burden of acting as an investor landlord under this scenario, which would incur additional risk, costs and management. However, at Outline Business Case stage the Council could seek to mitigate the risk and achieve a balance between capital receipts and investment assets on the site by engaging a development partner to construct part of the scheme on behalf of the Council which could then take an income from commercial/residential uses.


## Strategic land acquisition variant

- There is potential to increase the number of residential units on the Civic Offices site by acquisition of land adjacent to the site currently occupied by two bungalows and the GP surgery.
- Land acquisition would be subject to negotiation and it is therefore difficult to determine at this stage the cost to the Council of buying out the current owners. High-level assumptions of 1.5 x market value have therefore been assumed. Option 4 assumes acquisition of the bungalows as this is required to enable extension of the existing Civic Building and an 8:10 ratio.
- The financial appraisal suggests there would be no financial gain to the Council in pursuing these acquisitions based on this assumption. However, the potential to increase the financial gains from extending the development area should be re-considered once a more detailed development appraisal has been progressed and in discussion with the third party landowners.


## Service Accommodation Review Financial Appraisal Summary (3/3)

## Key points:

- The appraisal is conservative on sale values but ambitious in terms of development density.
- Variations in construction costs and sale rates of even 10-20\% up or down will have a significant impact on the residual land value of the Civic Offices site and potential for savings.
- A sizeable contingency should therefore be allowed.
Savings vs base case
(Residual land value)

| Sales: Rate pf ${ }^{2}$ | -20.00 pf ${ }^{2}$ | -10.00 pf ${ }^{2}$ | $0.00 \mathrm{pf}^{2}$ | +10.00 pf ${ }^{2}$ | +20.00 pf ${ }^{2}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| -20.00 $\mathrm{pf}^{2}$ | $\begin{gathered} (£ 437,668) \\ (£ 12,313,758) \end{gathered}$ | $\begin{gathered} (£ 364,822) \\ (£ 10,564,801) \end{gathered}$ | $\begin{gathered} (£ 291,976) \\ (£ 8,815,852) \end{gathered}$ | $\begin{gathered} (£ 219,129) \\ (£ 7,066,898) \end{gathered}$ | $\begin{gathered} (£ 146,283) \\ (£ 5,317,950) \end{gathered}$ |
| $-10.00 \mathrm{pf}^{2}$ | $\begin{gathered} (£ 478,042) \\ (£ 13,283,086) \end{gathered}$ | $\begin{gathered} (\mp 405,196) \\ (£ 11,534,141) \end{gathered}$ | $\begin{gathered} (£ 332,350) \\ (£ 9,785,192) \end{gathered}$ | $\begin{gathered} (£ 259,503) \\ (£ 8,036,233) \end{gathered}$ | $\begin{gathered} (£ 186,658) \\ (£ 6,287,290) \end{gathered}$ |
| $0.00 \mathrm{pf}^{2}$ | $\begin{gathered} (£ 518,416) \\ (£ 14,252,422) . \end{gathered}$ | $\begin{gathered} (£ 445,571) \\ (£ 12,503,479) \end{gathered}$ | $\begin{gathered} (£ 372,724) \\ (£ 10,754,532) \end{gathered}$ | $\begin{gathered} (£ 299,878) \\ (£ 9,005,566) \end{gathered}$ | $\begin{gathered} (£ 227,032) \\ (£ 7,256,628) \end{gathered}$ |
| +10.00 $\mathrm{pf}^{2}$ | $\begin{gathered} (£ 558,791) \\ (£ 15,221,774) \end{gathered}$ | $\begin{gathered} (£ 485,945) \\ (£ 13,472,817) \end{gathered}$ | $\begin{gathered} (£ 413,099) \\ (£ 11,723,871) \end{gathered}$ | $\begin{gathered} (£ 340,253) \\ (f 9,974,922) \end{gathered}$ | $\begin{gathered} (£ 267,406) \\ (£ 8,225,964) \end{gathered}$ |
| +20.00 pf ${ }^{2}$ | $\begin{gathered} (£ 599,166) \\ (£ 16,191,114) \end{gathered}$ | $\begin{gathered} (£ 526,319) \\ (£ 14,442,154) \end{gathered}$ | $\begin{gathered} (£ 453,473) \\ (£ 12,693,210) \end{gathered}$ | $\begin{gathered} (£ 380,627) \\ (£ 10,944,261) \end{gathered}$ | $\begin{gathered} (£ 307,780) \\ (£ 9,195,297) \end{gathered}$ |

## Sensitivity analysis

- A sensitivity analysis has been undertaken to understand the impact of changes in construction costs and sale rates on both the residual land value of the Civic Offices site and the savings position against the base case.
- The sensitivity analysis for Option 2 (as the best performing option in finance terms), assuming sale of the site for capital value, a predominantly residential scheme, no strategic land acquisition and an 8:10 ratio, is shown below to demonstrate how susceptible the overall financial position is to these two variables. It will also be subject to any potential purchaser's own financing of the development.
- The sensitivity analysis shows that the residual land value could vary from $£ 5.3 \mathrm{~m}$ if construction costs increased by $+20 \%$ and sale rates fell by $-20 \%$ to $£ 16.2$ m if construction rates fell by $-20 \%$ and sale rates increased by $+20 \%$. This compares to a residual land value of $£ 10.8 \mathrm{~m}$ based on the core assumptions. The analysis also shows that the savings position against base case could vary between $£ 145 \mathrm{k}$ pa and $£ 600 \mathrm{k}$ pa depending on changes in construction costs and sale rates.
- With the changing political and economic environment, particularly as a result of Brexit, it is difficult to say with any certainty how these variables might change over the coming months/years.


## Service Accommodation Review Qualitative Appraisal

|  | Weighting (\%) | Option 1 Do Minimum | Option 2 Full Relocation | Option 3a Part Relocation; w. Civic Centre | $\begin{gathered} \text { Option 3b - } \\ \text { Part } \\ \text { Relocation; } \\ \text { w. town } \\ \text { centre } \\ \hline \end{gathered}$ | Option 4 Optimise use of Civic Building | Commentary |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1. A focus on customer service, "placing them at the heart of everything we do", including: <br> - Improved customer <br> environment <br> - Minimised disturbance from relocation <br> - Positive resident and stakeholder satisfaction | 50 | 3 | 2 | 5 | 4 | 3 | Option 3a and 3b enable most improved customer access with dedicated customer facing offices in a central location. Whilst Option 1 means that customer facing roles remain readily accessible in town, the current facilities could be improved and plans for a new customer contact centre implemented as part of the refurbishment. Option 2 requires the transfer of customer facing offices to a less publicly accessible location. Option 4 maintains customer facing functions in the Civic Building but scope for improving customer contact is restricted by the need to accommodate other functions within the footprint. |
| 2. Enables cultural change across the Council involving new and agile ways of working across teams | 20 | 2 | 5 | 4 | 4 | 2 | The construction of and full relocation to a new office under Option 2 enables the Council to fully facilitate a cultural change, with a new build specifically designed to optimise agile working. Options 3 a and 3 b facilitates this transformation to a lesser extent due to the split sites. Under Option 1 and Option 4 the existing Civic Centre building restricts the ability to implement agile ways of working and is considered a barrier to cultural change. |
| 3. Enables closer collaboration and shared services with partner organisations | 15 | 3 | 4 | 5 | 4 | 1 | Under Options 2, 3a and 3b the Council has flexibility to co-locate with partner organisations in the new build office, and in the case of Option 3a, both in the new build office and in the retained presence at the Civic Centre, perhaps alongside a library. Option 1 provides limited flexibility with regards to co-location although it may be possible to lease surplus office space at the Civic Centre to partners. There is very limited co-location potential under Option 4 due to the need to use all available space for Council functions. |
| 4. Supports the economic development aspirations for the district, through the Local Plan | 10 | 1 | 5 | 4 | 4 | 2 | Option 2 provides the Council with the opportunity to fully redevelop the current Civic Offices for alternative uses and maximise the contribution of a new build office to another site, thereby fully supporting economic development for the district. Part relocation under Options 3a or 3b provide redevelopment opportunities to a lesser extent. Option 4 enables some small scale residential development. Option 1 does not release the Civic Centre site for alternative uses. |
| 5. Deliverability of the proposals, in terms of planning, commercial and investment matters | 5 | 4 | 3 | 3 | 2 | 3 | Option 1 is the most readily deliverable option with minimal change required and few planning considerations. Options $2,3 \mathrm{a}, 3 \mathrm{~b}$ and 4 all have significant planning and commercial risk attached, with Option 2 involving the largest capital investment. Option 3b has the added risk of needing to secure a suitable alternative town centre location for a front office. Option 4 has risk around managing staff decants. |
| Total score | 100 | 13 | 19 | 21 | 18 | 11 |  |
| Total weighted score |  | 2.65 | 3.25 | 4.60 | 3.90 | 2.40 | 1 = poor / no improvement on base case <br> 5 = excellent / significant improvement |
| Rank |  | 4 | 3 | 1 | 2 | 5 |  |
| Epping Forest District Council PwC |  | Strictly <br> Final |  |  |  |  | 21 December 2016 |

## Service Accommodation Review Qualitative Appraisal - Key Risks

| Key Risk | Option $1$ | Option $2$ | $\begin{gathered} \text { Option } \\ 3^{\mathbf{a}} \end{gathered}$ | Option 3b | Option $4$ | Commentary |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Planning consent - the Council fails to secure planning permission for the projected density of development or development type/s. | G | A | A | A | A | Option 2, 3a, 3 b and 4 all involve planning risk relating to development densities and alternative uses, which could be mitigated through securing outline planning consent at the appropriate time. Option 1 , with the least redevelopment, is relatively isolated from planning risk. |
| Commercial viability - the commercials of the Civic Offices redevelopment or new build office change due to market conditions making development no longer viable. | A | A | A) | A | A | Options 2, 3a, 3b and 4 involve major redevelopment and new build office making them susceptible to changes in build costs, rents, land values and other commercial variables which may impact the financial viability of the scheme. Option 1 is most deliverable as it retains the Civic Offices site, although it could prove difficult to rent the surplus space at the Civic Offices depending on the market. |
| Staff relocation and disturbance - programmed office closures and relocations and the introduction of new working practices will create disruption to the organisation, impact on staff travel to work and impact retention of staff | G | A | A | A | A | There is minimal disturbance under Option 1 as staff are retained in the existing Civic Offices building, although there would be some disturbance and a possible need for decant to enable refurbishment. Options $2,3 \mathrm{a}$ and 3 b involve relocation of the majority of staff to a new office location, although this is likely to be within a short distance of the existing office and the impact could be mitigated through travel to work planning. Option 4 would require significant decant of staff to enable refurbishment and redevelopment. |
| Stakeholder support - opposition to change from members, officers, staff, partner organisations and the public prevent the financial and nonfinancial benefits being realised | G |  | A |  | G | Option 1 and Option 4 are likely to cause least concerns to stakeholders, although the failure to release the Civic Offices site in whole/part could be contentious with members in the context of the Local Plan. Option 2 does not retain an Epping town centre front office and is therefore likely to be least palatable with staff and the public. Options 3a and 3b retain an Epping town centre presence but the move away from the Civic Offices site could still be contentious with the public. |
| Devolution / Combined <br> Authority - changes in the political environment over the next few years impact on the viability and requirement for a dedicated new build HQ office for the Council. | G | A | A | A | G | Option 2, 3 a and 3 b all involve major investment in a new office for the Council which could be abortive or redundant should there be any move towards a combined authority that impacts on the district. This would be less of a risk for Option 1 and Option 4 which retain the current site for continued occupation by the Council. |

## Service Accommodation Review Qualitative Appraisal Summary

## Key points:

- Option 3 a scores highest against the Council's strategic objectives as defined by senior officers.
- Option 4 scores lowest, releasing only part of the Civic Offices site for redevelopment and restricting cultural change and co-location with partners.
- Option 2 has the highest risk in relation to stakeholder support and potentially compromises customer access by not retaining an Epping town centre presence.
- The Council should consider the qualitative appraisal alongside the financial appraisal in determining its preferred option.
- Option 3a demonstrates the highest qualitative score (4.60) when assessed against the Council's weighted strategic objectives. Option 3b ranks second with 3.90 , Option 2 third with 3.25 , Option 1 fourth with 2.65 and Option 4 last with $\mathbf{2 . 4 0}$. Option 3 b scores lower than 3 a because the Council has less control over deliverability due to the need to identify and secure a third party Epping town centre site.
- Options 3 a and 3 b score well overall because they provide the best balance between enabling cultural change and improved quality of accommodation through a major new build office, whilst maintaining an Epping town centre presence that supports service transformation and customer access (particularly important with a projected aging population). Option 2 sacrifices an Epping town centre presence but achieves the optimum co-location and cultural change potential by accommodating all staff and functions within a single new office. A new office would also enable environmental sustainability aspirations to be incorporated as part of the design.
- Options 2, 3a and 3b all release the Civic Offices site for redevelopment and therefore contribute to the Council's aspirations to support economic development and the Local Plan. Option 4 releases only the rear of the site for residential development. Option 1 does not release the Civic Offices site for redevelopment therefore compromising the Council's ability to use its asset to realise this ambition and release value.
- Of the four options, Option 2 is likely to cause most disturbance to staff by relocating all functions out of Epping town centre. However, if the North Weald Airfield site is the preferred alternative office location, the relocation is only 2 miles and can be mitigated by travel to work planning for the new office, consideration of a shuttle bus service or optimisation of the current public bus timetable/route in discussion with relevant authorities.
- All options for redevelopment of the Civic Offices site involve planning and commercial risk at this stage. This should be mitigated by proceeding with more detailed feasibility work and securing outline planning consent.
- Option 2 has been evaluated as having a red risk for stakeholder support. This reflects the potential political tension around a complete move away from both the existing Civic Offices site and Epping town centre, as well as the impact on staff. This would need to be considered against the relative benefits/constraints of the options and the financial appraisal by Cabinet.
- The Council also needs to consider the impact on Epping town centre trade of moving the HQ office out of town. Whilst lunchtime trade might be impacted, it is feasible that the additional demand for town centre shops and services from a residential/hotel/commercial scheme could ultimately be better for traders overall throughout the week.


## Conclusions \& Next Steps

## Accommodation <br> Conclusions (1/2)

## Key points:

- All options demonstrate the potential to be financially viable. The financial return for Options
2, $3 a, 3 b$ and 4 could be optimised through several development variables.
- Option 4 performs comparatively well financially but scores lowest in qualitative terms as it only partially releases the Civic Offices site and does not fully achieve transformation objectives.
- Option 1 also scores low in qualitative terms and shows little financial benefit.


## Option summary

- Option 2 performs best in financial terms demonstrating modest savings of $£ 373 \mathrm{k}$ pa against the base case. Option 3a performs best in qualitative terms against the Council's key strategic objectives.

| Option 1 | Option 2 | Option 3a | Option 3b | Option 4 |  |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Favings vs base case for core scenarios | $£ 81,688$ | $(£ 372,724)$ | $£ 14,859$ | $(£ 30,766)$ | $(£ 46,492)$ |
| Qualitative weighted score | $\mathbf{5}$ | $\mathbf{1}$ | $\mathbf{4}$ | $\mathbf{3}$ | $\mathbf{2}$ |
| Qualitative appraisal ranking | 2.65 | 3.25 | 4.60 | 3.90 | 2.40 |

## Major development - Options 2, 3a and 3b

- Overall the financial appraisal demonstrates that Options 2, 3 a and 3 b all offer potential to be selffunding, whilst releasing the Civic Offices site and funding to build a new HQ office. The scale of any financial upside to the Council is however dependent on several variables available to the Council.
- The financial analysis demonstrates a potentially significantly more favourable financial position if the Council acts as investor/developer for the scheme and generates an income from the asset, instead of selling the site, although this comes with associated risk and management overheads.
- The relative benefit of acting as investor should be explored further once a redevelopment scheme has outline planning consent, potentially seeking to achieve a balance between receipts and income working with a development partner to mitigate the risk to the Council.
- A mixed use scheme incorporating a hotel could generate a better return than a predominantly residential scheme but the demand for a hotel in the locality from visitors and operators currently is untested. This should be explored further once visitor numbers are confirmed. A budget chain hotel is likely to be more viable than an independent "boutique" style hotel based on market experience.


## Accommodation Conclusions (2/2)

## Key points:

- The Council needs to consider the relative importance of its transformation objectives against the "do minimum" option and the associated stakeholder sensitivities of a move away from the Civic Offices site.
- Further work should now be undertaken to develop the Civic Offices scheme and new build office, including establishing a clear vision for future office accommodation and ways of working.
- The Council could optimise the financial position of its preferred option by being more ambitious in terms of agile working and stretching towards a 7:10 or even 6:10 workstation to staff ratio which would reduce the size and therefore cost of a new build office. This will require greater integration of workplace, IT and HR strategy and a larger degree of cultural change for the organisation, which may be considered too ambitious at the current time, although an 8:10 ratio is considered readily achievable.
- The potential for North Weald Airfield to accommodate a Council office HQ is dependent on addressing current access issues, likely to involve negotiation with adjacent landowners, and this needs to be explored further at outline business case stage, together with the appetite for co-location from partners.


## Retention of the Civic Offices (in whole or part) - Options 1 and 4

- Option 4 performs comparatively well in financial terms against the other options but scores worst in qualitative terms as it does not fully realise the transformation aspirations of the Council, enable colocation with partners or fully release the Civic Offices site for alternative uses.
- Enabling an achievable 8:10 agile working ratio in line with the other options would also require extension of the Civic Building which is dependent on being able to acquire the bungalows at the rear of the site to meet future parking requirements. This is a key risk. Alternatively the Council could choose not to extend the Civic Building and work at between a 7:10 and 6:10 ratio across the Civic Building and new Housing Hub but this may be culturally challenging for the organisation based on forecast staff numbers. It could, however, deliver a higher saving against the base case by avoiding the cost of extension.
- Option 1 scores low in financial and qualitative terms, although the do minimum option offers potential to rent surplus office space to partners at the Civic Offices. The Council could choose whether to occupy the Civic Building and part of the Conder Building, or alternatively the Conder Building and part of the Civic Building, under this option, renting the remaining floor area to a third party.
- Key considerations would be the marketability of future space to third parties and providing suitable separation and secure access to both the Council and third party space.


## Service Accommodation Review Next Steps

## Key points:

- Following consideration by Cabinet, the Council should proceed with more detailed feasibility work for a new build office and development appraisal for the Civic Offices site as required.
- However, the Council should postpone a decision on whether to dispose of the Civic Offices site or invest as a landlord until outline planning is achieved and the scale of the scheme and returns are investigated further.
- A clear vision for agile working should be agreed, communicated to staff and used to inform future office designs.


## The following key steps are recommended to be taken forward by the Council:

- Cabinet to confirm their preferred option based on the financial and qualitative appraisal undertaken;
- Agree a clear vision and office accommodation standards for agile working to inform future office designs;
- Confirm the core services that would need to be retained in Epping town centre if appropriate to the preferred option;

If a redevelopment / new build option is agreed:

- Confirm North Weald Airfield as the preferred location for a new build office;
- Proceed to an outline business case and detailed feasibility / development appraisals for the Civic Offices and North Weald Airfield sites, seeking to secure outline planning consents as soon as possible for both schemes;
- Review options for improving access to the North Weald Airfield site to unlock the development potential in discussion with planners and adjacent landowners;
- For the Civic Offices site, undertake early investigations into ecology, statutory services and whether or not adjacent pieces of land can be purchased to enable the scheme to progress and optimise the development potential;
- Confirm future visitor numbers as part of the Local Plan process to assess local need for a hotel;
- Undertake early consultation with all major stakeholders including the planning department, preferred housing partner, preferred hotelier etc;
- Engage with partner public sector organisations to better assess appetite for co-location either in Epping town centre or in a new build office, and need from partners for a medical centre or other facilities/ business rental space at the Airfield site; and
- Consider options for decanting staff and Council functions as appropriate for the schemes.


## Appendices

## Service Accommodation Review Appendix 1: Assumptions (1/2)

The following assumptions have been used in undertaking the option appraisal:

## Space

- 10 m 2 per workstation NIA $+17.5 \%$ for core/circulation.
- Workstation to staff ratios of 8:10 or 6:10 depending on the variant option.
- $1,525 \mathrm{~m} 2$ required by the Council for core functions to remain in Epping town centre under Options 3 a and 3 b reflecting Council Chamber, committee/public meeting rooms, customer contact and Democratic Services/Elections


## Running costs

- Baseline source: Cost Centre tab (Cost Centre 27050 15-16).
- Cleaning includes: Cleaning Materials, Contract Cleaning, Refuse Removal.
- Security: CCTV, Security Contract.
- Other: Premises, Newt Pond, Gritting, Tree Maint., Other Maint., Environmental Co-ordination, Grounds Maintenance, Document Shredding, Catering, Fixed Network Line Costs, Materials, Licenses.
- Repairs and maintenance revenue expenditure taken as average of 2015/16, 2014/15 and 2013/14 routine figures. 2015/16 figure source Building Maintenance 27.06.2016.
- Routine maintenance figure, includes $£ 45 \mathrm{k}$ of planned maintenance.
- New office running costs @1.2x existing running costs to reflect more intensive use and need to maintain modern environments.

IT (assumptions provided by David Newton via e-mail)

- 250 additional laptops required to enable more agile working (250 already in use). Smartphones already in use for those whose role requires them. Laptop cost $£_{350}$.
- Docking station cost $£ 150$; assume 150 docking stations required.
- VOIP/internet telephone solution (installation) $=£ 1,500$.
- VOIP/internet telephone solution (annual cost) $=£ 5,500$.
- IT connection/link for the building (annual cost) $=£ 11,394$.
- IT connection/link for the building (reconnect fee) $=£ 1,500$.


## Finance

- Borrowing rate of $2.26 \%$ over 35 years for Options $2,3 \mathrm{a}, 3 \mathrm{~b}$ and 4 in line with current PWLB annuity rate.
- Borrowing rate of $1.47 \%$ over 15 years for the Baseline and Option 1 in line with current PWLB annuity rate.
- Borrowing rate of $2.27 \%$ over 35 years for Options 2,3 and 3 b in line with current PWLB maturity rate for the gross rental income variant scenarios.


## Civic Offices refurbishment / extension (Options 1 and 4)

- Option 1 and Option 4 Civic Offices refurbishment cost $=£ 900 / \mathrm{m} 2+15 \%$ for fees/preliminaries based on BCIS benchmarks.
- Option 4 Civic Building extension build cost $=£ 2,200 / \mathrm{m} 2+15 \%$ for fees/preliminaries based on BCIS benchmarks.
- Option 1 and Option 4 assumes $£ 250 \mathrm{k}$ decant costs based on local market rents.


## Service Accommodation Review Appendix 1: Assumptions (2/2)

## Civic Offices redevelopment

- Unit numbers / floor areas as per Bisset Adams' development appraisal.
- Private rented @6o\% of residential units.
- Affordable @40\% of units split 70\% social rented and 30\% intermediate.
- Affordable units split 50:50 between one and two bed flats.
- Market level profit requirement based on metric of $20 \%$ profit on total cost.
- Stamp duty $4 \%$; agent fees $1 \%$, legal fees $0.5 \%$, professional fees $9 \%$; sales agent fees $1 \%$, sales legal fees $0.5 \%$.
- Developer finance $50 \%$ debt:equity; developer finance at $3 \%$.
- The development timing is as follows:
- Residential scheme - vacant possession / planning and preconstruction (18 months) / construction ( 24 months) / sales (18 months commencing 3 months prior to practical completion).
- Hotel and residential scheme - vacant possession / planning and preconstruction (18 months) / construction (24 months) / sales (12 months commencing 3 months prior to practical completion).
- Housing portfolio management costs at $25 \%$ ( $10 \%$ for management and $15 \%$ for lifecycle maintenance) of rental income per annum for Gross Rental Income variant options.
- Strategic land acquisition at 1.5 x comparable market value.
- Option 3a assumes the Council rents back space in the retail/commercial ground floor area in the development scheme at market rent following sale under a capital receipt scenario.
- Relocation cost of $£ 150$ k for EDF electricity sub-station.


## Market rents / values

- Market rental value for refurbished Civic Offices space to be sub-let under Option $1=£ 19 / \mathrm{ft} 2$.
- Market rent for Epping town centre office space to be rented from a third party under Option 3b = £16 / ft2.
- Hotel: expected rent $£$ pa per key $=£ 6,000$.
- Retail/commercial: headline rent pa = £20 / ft2.
- Private residential 1 bed $=£ 1,000 \mathrm{pm}$.
- Private residential 2 bed $=£ 1,250 \mathrm{pm}$.
- Private townhouse $=£ 1,750 \mathrm{pm}$.


## New build office at North Weald Airfield

- £200,000 premium payable to negotiate improved access with adjacent landowner at North Weald Airfield.
- Build cost $=£ 2,200 / \mathrm{m} 2+15 \%$ for fees/preliminaries based on BCIS benchmarks.
- Warehouse accommodation of 300 m 2 at a build cost of $£ 1,000 \mathrm{~m} 2$ (plus $15 \%$ fees/preliminaries) in line with Building Cost Information Service (BCIS) benchmarks.


## New Housing Hub at North Weald

- $£_{3.2 \mathrm{~m} \text { capital cost taken from business case and understood to be funded }}^{\text {d }}$ from the HRA.
- Assumption that tradesmen staff would only require touch down space and therefore have not been included in total future headcount


## Service Accommodation Review <br> Appendix 2: New Build Vision \& Civic Offices Redevelopment

Further detail on the options and development potential for a new build office and redevelopment of the Civic Offices site is included within Bisset Adams' separate development study entitled "Epping Forest District Council Accommodation Review - August 2016". This is a standalone document separate to this Strategic Outline Case and used to inform the definition and evaluation of the options.

## Service Accommodation Review Appendix 3: Corporate Plan: Strategic Aims \& Objectives

Aim 1 - To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep the Council Tax low.
i. Budgets: To ensure that the Council's Medium Term Financial Strategy meets the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.
ii. Property assets: To continue reviewing and developing the Council's own property and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- the Epping Forest Shopping Park, Loughton
- the Council House Building Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield
iii. Joint working: To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.
Aim 2 - To ensure that the Council has a sound and approved Local Plan and commences its delivery.
i. The Local Plan: To undertake consultation with local residents and work with neighbouring Councils, and to publish a sound Local Plan which meets the needs of our communities whilst minimising the impact on the district's Green Belt.
ii. Economic development: To increase opportunities for sustainable economic development and new local employment in the district.
iii. Leisure and culture: To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in leisure and cultural services for local residents and visitors.
Aim 3-To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.
i. Customer contact: To have efficient arrangements in place to enable customers to easily contact the Council in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.
ii. Modernising Council operations: To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.
iii. District demographic profile: To ensure that the Council understands the effects of an ageing population and works with other agencies to make appropriate plans and arrangements to respond to this need.


## Service Accommodation Review Appendix 4: Transformation Programme - Benefit Statement

## The Council's Transformation Programme

The scope of the Council's Transformation Programme was approved by the Cabinet on 3 March 2016.

## Change Drivers

There are four drivers for change, as detailed in the Corporate Plan 2015-2020:

- Our customers and their needs are changing;
- Our customers expect modern, customer focussed services;
- Our customers demand well-managed, value for money services; and
- Our customers want us to reduce our costs and protect front line services.


## Purpose

The purpose of the Transformation Programme is to make fundamental changes in how we deliver services, in order to deal successfully with our drivers for change.

## Benefits Statement

The purpose of the Transformation Programme is to realise the following benefits:

- Recognising what customers' value about our services and placing them at the heart of everything we do;
- Focussing on getting things right first time, through joined up services;
- Reducing red tape to simplify how we work; and
- Delivery of resource savings and income generation, to keep Council Tax low.

This document has been prepared only for Epping Forest District Council and solely for the purpose and on the terms agreed with Epping Forest District Council in our engagement letter dated $13^{\text {th }}$ July 2016. We accept no liability (including for negligence) to anyone else in connection with this document, and it may not be provided to anyone else.
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N.B. All areas are approximate and based on current information
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### 1.0 INTRODUCTION

BISSET ADAMS ARCHITECTS HAVE BEEN APPOINTED BY PwC TO HELP DEVELOP AN ACCOMMODATION REVIEW AND OPTIONS APPRAISAL ON BEHALF OF EPPING FOREST DISTRICT COUNCIL IN JUNE 2016 FOR THEIR CIVIC OFFICES SITE IN EPPING
THE CIVIC OFFICES SITE LIES TO THE NORTH EAST OF EPPING TOWN CENTRE HIGH STREET ON THE CORNER OF CHURCH HILL AND HOMEFIELD CLOSE AND JUST SOUTH OF EPPING FOREST, OCCUPYING A SIZE OF 1.26 HA

### 1.1 INTRODUCTION

Epping is a market town dating back to doomsday times but established as a market town in 1253 and was an important staging post for coaches on their way into East Anglia. Epping lies at the end of the Central tube line, 19 miles North East of London, and has largely been unaffected by dense residential developments you normally find close to tube stations. The Town Centre is within a conservation area, which includes the Civic Offices site with a large proportion of buildings along the high street being grade I or II listed. The buildings along the high street are a combination of 2 and 3 stories and originate from several periods but generally date back to 17th, 18th and 19th Century.

The site undulates and generally drops towards Church Hill and Homefield Close with the carpark at the rear north west corner and the main entrance to the Civic Offices along High Street being the high points.


### 1.2 THE EXISTING SITE

## THE COUNCIL'S ACCOMMODATION IS SPREAD

 OVER A NUMBER OF PROPERTIES ON THE SITE:

Civic Building
Conder Building
Rear Extension Building
Homefield House
19th Century Building

All but Homefield house are linked together. The Civic Building designed by Richard Reid and Associates with its distinctive red brick tower was built in the 1980's. This generally houses the core public services, with a customer services, council chambers and public gallery and democratic services. The building appears to have been designed to a defined brief and their doesn't appear to be much flexibility allowed for, especially around the entrance, atrium and council chambers.

The Conder building is a steel-framed building which appears to be generally more flexible in its layout with light weight partitions dividing the space as the council currently requires. This building generally houses back of house office functions.

The Rear Extension building is fairly small in comparison to the Civic and Conder building and offers some flexibility, but due to its proportions and size, is not suitable for large open plan office accommodation.

Homefield House is a two storey house converted into offices for Voluntary Action Epping Forest which provides advice, information and development support services for the district.

The council realise that their existing accommodation is inefficient spatially and has been adapted over the years to suit particular needs
as they have arisen. A more modern agile working approach is sought to understand the potential efficiencies that are possible as well as encourage and improve the wellbeing of staff and visitors to the offices through new working patterns and layouts.
The council's services are split into the following departments:
Resource
Communities
Governance
Neighbourhoods
Office of Chief Executive
Ancillary Functions/Undefined
Epping Forest District Council have expressed an interest in a number of options to see what is the most viable for them.
These options are:


## Option 0: Do nothing (baseline)

Option 1: Do minimum (refurbish existing accommodation)
Option 2: Full relocation of the Council HQ (Potentially to North Weald Airfield Site)

Option 3a: Part relocation of the Council HQ (Potentially to North Weald Airfield Site); retain core front office presence on Civic Offices site

Option 3b: Part relocation of the Council HQ (Potentially to North Weald Airfield Site); retain core front office presence in town

Option 4: Optimise use of the Civic Building and new Housing Hub

In what follows are initial investigative works into the existing Civic Offices site and the North Weald Airfield site.

2.0 existing sites



## PLANNING: 2.1 EXISTING Civic Offices SITE OVERVIEW

FOLLOWING CONSULTATION WITH ALISON BLOM-COOPER OF FORTISMERE ASSOCIATES AND CHLOE SALISBURY OF ARUP, IT WAS CONFIRMED THAT THE FOLLOWING CONSIDERATIONS have already been

(1)
Reduced parking on the site is acceptable due to its close proximity to the town centre and Epping Tube Station. This includes visitors and any town houses that are proposed.

The Council have an appetite to densify any development so at to protect the surrounding green belt from development.

An existing SLAA on the site has been identified for 38 dwellings at 30 dph (dwellings per hectare), however item 2 suggested that a much more dense approach is to be considered.

A mix of 1 and 2 bedroom apartments are much needed in the area.
(5)

The council will investigate if it is viable to have $40 \%$ of the residential development affordable housing, $70 \%$ of which are to be affordable rent and $30 \%$ for intermediate housing.


### 2.0 EXISTING SITES

## Transport

The site is served well with transport links via bus services along the High Street and with Epping Tube station less than a mile away that connects into London and other transport links.

## Statutory Services

There is a sub station located in the rear north west corner adjacent to the fenced off landscaped area that will need considering as part of any development. The options generally are to either work around the substation or to relocate to a more suitable location. Any development of the site is likely to equire a new substation to cater for the demands of the site, so more considered location for the new larger sub station may be preferable

## Topography

D The existing site has a varied topography, which will need to be worked with to achieve a scheme that suits this and the adjacent land.

## Ecology

There is a pond and fenced off landscaped area that contains Great Crested and Smooth Newts. These are a protected species under UK law due to their declining numbers. To be able to deliver a scheme for this site, a mitigation strategy will need to be implemented to relocate them to a suitable alternative location close by to the site. This mitigation strategy will need to be factored into the overall programme of development as the mitigation can take circa 9-12 months to complete.

Conservation
The site mostly falls within the Epping Conservation area, with the exception of the Homefield House and the carpark to the rear. None of the buildings including the GP Surgery which is outside of the current delineated site are listed. However, a row of buildings adjacent and along the High Street are, as can be seen on the adjacent map.

Within the boundary of the conservation area all trees are protected under a TPO, therefore all trees on the site with the boundary of the conservation area need to be accommodated for under the proposed scheme.

As stated above, the proposals that follow have been devised to densify the development to protect the surrounding green belt from development. If a scheme is to proceed to outline planning consent further detailed work would be necessary with the

Council's planning officers to ensure that the overall development preserves the character of the Conservation Area.

## Flood Risk

Although the site is not prone to flooding from nearby rivers, the site is prone to surface water flooding as can be seen from the map adjacent. This is mainly due to the topography of the site. This will need to be considered as part of any redevelopment.

## Needs Analysis

A study by PwC has identified a number of options for the mix of use for the existing site. These include residential, retail, commercial offices (including incubator start up models) and hospitality.

The following options studies appraise this and recommend the most viable based on PwC's assumptions for optimising the financial return on the site.

A number of other considerations have been studied but not explored in considerable detail. These are:

1. Purchasing the two houses on the corner of Homefield Close adjacent to Homefield House to square off the site and help provide a greater footprint for development.
2. Incorporating the land currently occupied by the GP Surgery to






### 2.2 NORTH WEALD AIRFIELD SITE

## Introduction

North Weald Airfield lies to the north west of North Weald Bassett village and was established in 1916. Its an operational airfield for air ambulance operations, private and group flying as well as microlight training. A number of ancillary uses to the perimeter of the field include aircraft maintenance, repair and refuelling services. The airfield is of significant historical importance due to the part it played in World War I and II. The site was purchased by Epping Forest District Council in 1980 for the purpose of leisure and general aviation use.

## Planning

The airfield site has had a number of masterplan studies carried out to consider its viability for development, notably Deloitre's assessment in July 2013 and most recently Allies and Morrison's North Weald Bassett Masterplanning Study published in September 2014. This study looked at a number of options for the whole of North Weald Bassett, with mixed use commercial and industrial concentrated around the airfield site. This study was undertaken to feed into the Local Plan process for Epping Forest District Council.

Two sites at North Weald Airfield have been identified for potential intensification, extension or redevelopment totalling circa 13,000sqm of B1 or B8 floorspace. The assessment within the SLAA identifies a potential yield of 42,000 sqm of commercial floorspace.


Scenario A
North Weald Bassett Masterplanning Study Allies and Morrison
Urban Practitioners

## Transport

Currently the airfield is accessed from the north via junction 7 of the M11．Or，if travelling from Epping itself，along Epping Road B181 and then onto Wellington Road and Church Lane through housing estates and country roads that take you to the north of the airfield to then returning south along its eastern boundary and into its entrance next to the control tower along Merlin Way．

For the airfield site to be unlocked and give better access from Epping，a new link road should be considered that will give direct access from the main B181 Epping road onto the airfield．It is proposed that this should be formed before the airfield museum and industrial units and link around to the roundabout on Merlin Way．

Better bus or shuttle services should be considered between Epping and the airfield especially around peak times to cater for circa 500 employees of the district council and other employees of the airfield site．


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## Topography

The airfield site is relatively flat due to the nature of its use. There is approximately 20 meter fall from south to north, but due to the large size of the site - circa 130ha, this is classed as relatively level.

## Ecology

Little ecology is understood at present for the airfield site. However, the proposed location of the Council offices is currently concrete hard-standing and therefore should not cause any major concerns. Further studies will be required before a planning submission is lodged to understand any aspects that may have an impact on the construction of a new office development.

Flood Risk
The airfield site is prone to some surface flooding, however the particular location where we propose to site the building is not in an effected area as it is currently hardstanding that drains off to the grassed area. As part of the overall development of the airfield site, attenuation and surface water management will need to be considered.


Conservation
The airfield site does not fall within a conservation area, however there are listed buildings located on and around the airfield which include the Control Tower, built in 1952 and the officer's mess (Norway House) built in 1923, which are both grade II listed buildings.

The site was used by the RAF up until the 1980's when it was purchased by Epping Forest District Council. It is now mainly used for events and shows and much of the development in North Weald Bassett is related to the airfield.

## Needs Analysis

The site was identified by Epping Forest District Council as T) a possible option for relocating council services. Other sites O including Bower Hill Industrial Estate have been identified, (D) but all have been discounted due to limited land sizes and not N being within Council ownership which will increase the value of development with the need to purchase the land.

The site offers an opportunity to provide a new sustainable and efficient workplace for the council to operate from. It can also be the catalyst for developing the airfield site as outlined in Allies and Morrison's North Weald Bassett Masterplanning Study published in September 2014.

A design philosophy and potential options for developing a new office are shown and described over the pages in the options studies.


3.0 THE PROPOSALS

### 3.1 INTRODUCTION

Epping Forest District Council have expressed an interest in a number of options to see what is the most viable for them. These options are:

Option 0: Do nothing (baseline)
Option 1: Do minimum (refurbish existing accommodation)

Option 2: Full relocation of the Council HQ (Currently to North Weald Airfield Site)

Option 3a: Part relocation of the Council HQ (Potentially to North Weald Airfield Site); retain core front office presence on Civic Offices site

Option 3b: Part relocation of the Council HQ (Potentially to North Weald Airfield Site); retain core front office presence in town

Option 4: Optimise use of the Civic Building and new Housing Hub

The District Council has expressed a willingness to explore agile working methods and implement them into options 1-4. Bisset Adams have researched and designed workspaces for large corporations and public sector clients, implementing new and innovative ways of working to provide an efficient yet improved workspace in terms of functionality, technology, productivity and wellbeing. Over the pages are a number of aspects regarding the connected office to consider when deciding on a new way of working. Bisset Adams are more than happy to give a presentation on our research and case study examples of work we have completed.

The pages that follow the agile working slides outline the above options appraising their viability and potential.


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## THE CONNECTED OFFICE



THE CONNECTED OFFICE - KEY FACTORS


PEOPLE - HAPPINESS AND PRODUCTIVITY
Workforce will be more diverse than ever - Multiple generations, cultures and ethnicities side by side. Attracting and keeping skilled workers is critical. Well-being and happiness improves productivity


## TECHNOLOGY - INNOVATION

- Smart devices in the workplace
- Work from anywhere
- Interactive office spaces
- Virtual conferencing technology
- Bookable meeting spaces

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### 3.2 OPTION 0: DO NOTHING (BASELINE)

This option is provided to give the baseline for any potential
development option to start from. We understand the council have an ambition to develop their existing site and relocate all or the majority of their functions to a new development elsewhere in Epping.


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### 3.3. OPTION 1 - DO MINIMUM

The minimum approach involves continuing to occupy their existing facilities and undertaking refurbishment works to implement more agile ways of working. We have carried out a preliminary space planning exercise to look at ways of making the current accommodation in Epping more efficient with agile forms of working as outlined on the previous pages. We have worked on the basis that there are 458 staff to cater for with an 8:10 workstation:staff ratio. Staff associated with housing, 42 none tradesmen staff, are likely to be accommodated in a new housing hub based at the North Weald airfield site.

Working on the basis of an allowance of 10 sqm net internal area (NIA) per workstation, this equates to a spatial need of 3665 sqm NIA.

We've also made allowance on top of the above area of 330sqm NIA for the chambers and members area as these are provisions not usually accommodated within office developments.

Due to this being a refurbishment of an existing building, there are going to be inefficiencies in trying to accommodate everything into their space. Therefore, we have increased the circulation and core to $30 \%$ from $17.5 \%$ mean average for the new build options.

This equates to a Gross Internal Area (GIA) accommodation requirement of 5193.5 sqm and can be provided for in the rear extension building, Conder building and the Civic building up to the line of the Chambers.

As can be seen on the adjacent page, we have shown an overall area for the council of 5413 sqm GIA depicted in blue. This gives a potential surplus of 219.5 sqm GIA above what is needed by the council.

This will free up the Civic building from the Chambers to the end of the building for rental opportunities which equates to circa 2,150 sqm over 3 floors.

The division line proposed on the plans adjacent appears to work well in terms of providing the necessary fire egress and toilet provisions for the two separate accommodations. Therefore, we would recommend that the surplus space be kept in council ownership for future expansion or other use.

Similarly, the Council could occupy all of the Civic building and part of the Conder building, leaving the rest of the Conder building and Extension building for renting out to a third party. However, consideration should be given to fire egress with the possible need for an additional vertical circulation core in the Conder building on the separation line and its likely that this part of the building would prove less attractive to prospective tenants.


Provides a reduced office footprint and makes a more efficient use of space.
Provides additional income by being able to rent the 2150 sam GiA surplus space.
Disruption to staff from a relocation is minimised compared to a full relocation.

The exising buildings will reduce the efficiency of total floor space achieved through agile working, hence $30 \%$ circulation and core.
The Civic Offices site cannot be made available for alternative development.
The exising fabic of the building is almost certainly not up to today's environmental standards, increasing the cost of energy consumption. Market tor third party office space may be linited in Epping unless a suitable parter organisation can be identified.
Capital cost of providing a new Housing hub in North Weald.

Assx

## CONDENSED COUNCIL ACCOMMODATION




BASEMENT LEVEL

### 3.4. OPTION 2: FULL RELOCATION OF HQ

Relocation of all Council functions to another site and redevelopment of the existing Epping High Street site into a mixed use scheme that offers the greatest return value to make the new build development (potentially at North Weald airfield) either cost neutral or provide a profit once complete.
We have carried out a background study for relocating all council accommodation and services to the North Weald airfield site as outlined in an earlier section of this document.

Taking our initial idea from the form of a propeller as the concept and keeping the relationship with the airfield site, we have designed a building that reflects this form.

With sustainability in mind, this creates a very efficient but dynamic concept that provides a central hub of activity with the main work areas and clusters on the propeller wings.

The aerofoil curvature of the propeller is created using a curved transparent secondary skin system that helps create an energy efficient building by providing solar shading in the summer months

## Option 2

> All Council HQ functions co-located under one roof in a single new build office.
> The Civic Offices site is vacated and alternative usesincome potential maximised. Potential to optimise the quality, eficieincy and filexibility of the new office through the design process. Ability to maximise agile working and cultural change through the design of the new office. Contributes to economic development and Local Plan on both the Civic Offices site and at North Weald Avids he need for caplan in thew Housig hub at North Weald
> Potential catalyst for development at North Weald.
> Public perception of vacating the Civic offices site and investing in new accommodation.
> Staff relocation to a new site outside Epping town centre with associated travel to work concerns. Politics of a move away from the historic seat of the Council in Epping town centre.
> Large scale capital investment required across both sites and associated cost of borrowing.

The new build option caters for 500 staff, which includes for the Housing hub who are currently identified for a separate purpose built facility within North Weald.

Each floor plate is identical in layout to help provide a flexible solution that can provide expansion or contraction as the council's needs change.

Generally the lower floors are for public facing services with upper floors being more private for back of house and confidential functions.

Sustainability should be at the forefront of the Council's message in delivering a new building. The building should meet stringent green credentials eg. BREEAM Excellent or Outstanding, which helps to portray the message that the Council are showing corporate responsibility to their constituents in providing a very energy efficient building that minimises their carbon footprint and means that green building practises are employed. There is also the social agenda of providing an environment that optimises the quality of life not only for the Council's employees but also for the public that visits their building.

A site of 3 acres is anticipated to accommodate for the provision of 200 carpark spaces and 60 cycle spaces.

As mentioned in the previous section, a link road from Epping Road A181 is proposed to allow for direct connectivity and prevent the need for an elongated and unsuitable approach through a housing estate and country lanes. By locating the building to the south end of the airfield, it becomes the gateway building and a catalyst for further development of the airfield as outlined in Allies and Morrison's masterplan.

To cater for the staff and accommodation needs we have calculated 2 forms of efficiency for working out the provision. Each provision allows for 10 sqm NIA per desk. These are shown over the page

The development of the existing Epping High Street site is explored further in Option 3.3a \& b.


### 3.0 PROPOSALS

Floor Plans
8:10 workstation:staff ratio
This equates to 5088sqm GIA which caters for 330sqm NIA for a chambers and members area within the building and 17.5\% circulation.

The accommodation is provided over 3 floors at 1700 sqm GIA. All workstations are located within 7.5 m of an external window with communicative and collaborative working zones located within the central areas of the floor plates

5100 sq m GIA
500 Staff
400 Desks
Chambers \& Members Area


Floor Plans
6:10 workstation:staff ratio
This equates to 3913 sqm GIA which caters for 330 sqm NIA for a chambers and members area within the building and 17.5\% circulation.
The accommodation is provided over 2 floors at 1960 sqm GIA. All workstations are located within 7.5 m of an external window with communicative and collaborative working zones located within the central areas of the floor plates.

3920 sq m GIA
500 Staff
300 Desks


The Site
The figures below show the proposed location of the site and an indicative layout of the proposed building. It is sited to take best advantage of the views across the airfield and beyond as well as optimising visibility as you enter the site off the road. A new access link road from the B181 links to the roundabout of Merlin Way, giving direct and suitable access from the south of the airfield.

This also shortens the distance from Epping High Street dramatically and will prevent a build up of traffic through North Weald Bassett.

Taking reference to ECC's Parking Standards the development will need to cater for 200 parking spaces and 60 cycle spaces. This therefore needs a site area of circa 3 acres.


### 3.5 OPTION 3A: PART RELOCATION OF HQ; RETAIN CORE FRONT OFFICE PRESENCE IN Civic Offices

This option consists of a new build development potentially to the North Weald airfield site and a redevelopment of the existing Epping High Street site, whilst retaining 'core' council services within the existing Epping High Street redevelopment. The new build development is explored in option 2 of this document.

The core services include the chambers, members area, democratic services, electoral offices and customer services. These services equate to a need of circa 25 workstations and a Net Internal Area (NIA) of circa 1525sqm.
Therefore, the new build development at North Weald Airfield will cater for 475 staff and will exclude the need to provide for the Chambers and Members area as this can be catered for in the Epping High Street accommodation.

As in option 2, the new build option is presented as two efficiency models:

1. 8:10 workstation:staff ratio

This equates to a need for 4465 sqm GIA.
2. 6:10 workstation:staff ratio

This equates to a need for 3349 sqm GIA.
Although the areas differ from Option 2 for the full relocation of the council services, the design, scale and proportion of the building will generally remain the same.

The redevelopment of the Epping Civic site provides circa 2000 sqm of retail/commercial space to the ground floor road frontage. This can therefore be partially taken up by the council core services with the remainder let for commercial/retail activities that are either non-council related or a partner of the council services.

A number of options have been explored regarding the mix of development, with a mainly residential option that provides 1 and 2 bedroom apartments and 3 bedroom townhouses with commercial/retail space along the ground floor road frontage. Secondly, a mix of commercial/retail on the ground floor road frontage, a hotel, 1 and 2 bedroom apartments and 3 bedroom townhouses in another.

Please refer to PwC's findings and recommendations for a detailed appraisal of which option provides the greatest return value to Epping Forest District Council.

The following options show a much denser scheme than previous studies have shown. However, they reflects comments from the planners to date providing a more dense development to protect the surrounding green belt from development. If a scheme is to proceed to outline planning consent, further detailed work would be necessary with the Council's planning officers to ensure that the overall development preserves the character of the Conservation Area.
Options for increasing the development potential have been explored, which have considered the viability of purchasing the two bungalows in the top right hand corner of the site along Homefield Close and the GP Surgery site in the bottom left hand corner. - see adjacent. Further details of the potential development have been explored at the end of this section..

Adjacent shows the proposed location of the council's services if retained on the site as per option 3.3a. As shown circa 500 sqm of retail/commercial space remains unused by the council and can be let for other retail/commercial activities.

The following massing diagrams are shown to illustrate the potential scale of massing for the site and not necessarily the aesthetic, which will be developed if this option is progressed.


## Option 3a

The Civic offices site is largely vacated, with alternative uses realised across the site.

$$
\begin{aligned}
& \text { Potentia to optimise the quality, eficieiency and fiexibility of the new office through the design process ssightyly less than } \\
& \text { option 2). }
\end{aligned}
$$

$$
\left\lvert\, \begin{aligned}
& \text { Potentital I } \\
& \text { option 2 }) .
\end{aligned}\right.
$$

Abiliy to maximise agile working and cuttural changes through design of the new office.
Contributes to economic development and the Local Plan on both the Civic Offices site and at North Weald.
Retains a Council presence on the historic seat of the Council at Epping.
Avoids the need for capital investment in a new Housing hub at North Weald.
Splits Council HQ functions across two sites.
Public perception of vacating most of the Civic Offices site and investing in new accommodation.
Staff relocation to a new site outside Epping town centre with associated travel to work concerns.
Rent payable for Civic Offices retailoffice space which would otherwise be let to a paying tenant.
Significant amount of capital investment across both sites and associated cost of borrowing.

$$
\begin{aligned}
& \text { There will be a period when the Council will not have a presence in the town centre while the Civic offices site is being } \\
& \text { developed. }
\end{aligned}
$$

Inefficiencies of operating two sites.


### 3.0 PROPOSALS

3A 1
The below option depicts a full residential option with commercial/ retail space to the ground floor road frontage. This can ccommodate either council core services or non-council related commercial/retail space


| Townhouses |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Ground Floor |  | NIA per unit | No of Units | GIA |  |
| Sub Total | Townhouse | 44 | 25 | 1100 |  |
| First Floor |  |  |  | 1100 |  |
| Sub Total | Townhouses | 44 | 25 | 1100 |  |
| Total | Townhouse | 88 | 25 | 1100 |  |
| Total GIA |  |  |  | 2200 |  |


| Apartment Building 2 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | unit | uits |  |
| Lower Ground floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 8 | 416 |
|  | Residential - 2 bed | 72 | 4 | 288 |
|  | Core and Ciculation |  |  | 221 |
| Sub Total 925 |  |  |  |  |
| Ground Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 13 |  |
|  | Residential - 2 bed | 72 | 6 | 432 |
| Sub Total ${ }_{\text {a }} \begin{aligned} & \text { Core and Cicluation }\end{aligned}$ |  |  |  |  |
|  |  |  |  |  |
| First floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 13 |  |
|  | Residential - 2 Bed | 72 | 6 | 432 |
| Sub Total Core and Circuation ${ }_{1499}$ |  |  |  |  |
|  |  |  |  |  |
| Second Floor |  |  |  |  |
|  | Residential -1 Bed | 52 | 13 | 676 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
| $\begin{array}{ll}\text { Sub Total } & \text { Core and Circulation }\end{array}$ |  |  |  |  |
|  |  |  |  |  |
| Third floor |  |  |  |  |
|  | Residential -1 Bed | 52 | 5 | 260 |
|  | Residential - 2 eed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 122 |
| Sub Total 526 |  |  |  |  |
| Total | Residetrial -1 bed | 52 | 52 | 2704 |
|  | Residential - 2 bed | 72 | 24 | 1728 |
|  | Core and Circulation |  |  | 1366 |


| Apartment Building 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | IA per unit No of Units |  |  |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia//Retail | 414 | 1 | 414 |
|  | Residential-1 1 eed | 52 | 3 | 156 |
|  | Residential - 2 bed | 72 | 4 | 288 |
|  | Core and Circulation |  |  | 297 |
| Sub Total |  |  |  | 2680 |
| First floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 420 |
| Sub Total |  |  |  | 2024 |
| Second floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 10 | 720 |
| Sub Total |  |  |  | 420 |
|  |  |  |  | 2024 |


| Third floor |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | ion |  |  | 398 |
| Sub Total |  |  |  | 1858 |


| Fourth Floor |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 251 |
| Sub Total ${ }^{2203}$ |  |  |  |  |
| Fifth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |



Sub Tota
Core and Ciculation
$\underset{\substack{\text { Total } \\ \text { Total }}}{ }$

| Council Core Serices | 1525 | 1 | 25 |
| :---: | :---: | :---: | :---: |
| Commercial | 414 |  | 414 |
| Residential -1 bed | 52 | 74 | 488 |
| Residential - 2 bed | 72 | 42 | 3024 |
| Core and Circulation |  |  | 2021 |




### 3.0 PROPOSALS

3A 2
The below option depicts a mix of residential, hotel and commercial/retail space to the ground floor road frontage. The commercial/retail accommodation can either be for council core services or non-council related commercial/retail space.

| Townhouses |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | NIA per unit | it No of Units | GIA |  |
| Ground Floor |  |  |  |  |  |
|  | Townhouse |  | $44 \quad 25$ | 25 | 1100 |
| Sub Total 1100 |  |  |  |  |  |
| First Floor |  |  |  |  |  |
|  | Townhouses |  | 44 | 25 | 1100 |
| Sub Total 1100 |  |  |  |  |  |
| Total | Townhouse |  | $88 \quad 25$ | 25 | 2200 |
| Total GIA |  |  |  |  | 2200 |


Sixth floor

| Residential - 1 Bed | 52 | 5 |
| :---: | :---: | :---: |
| Residential -2 Bed 72 <br> Core and Ciculation  |  |  |
|  |  |  |
| Council Core Services | 1525 | 1 |
| Commercial | 414 |  |
| Residential - 1 bed | 52 | 74 |
| Residential - 2 bed | 72 | 42 |
| Core and Circulation |  |  |




The below shows how the mix of residential, hotel and commercial development can be maximised with the purchase of the GP surgery and 2 houses. This creates a potential increase of: GP Surgery site - x 4 two bedroom apartments and x 12 one bedroom apartments.
2 Houses sites - x18 two bedroom apartments and x 9 one bedroom apartments.



The below shows how the mix of residential and commercial development can be maximised with the purchase of the GP surgery and 2 houses. This creates a potential increase of:
GP Surgery site - $x 8$ two bedroom apartments and $x 8$ one bedroom apartments.
2 Houses sites - x18 two bedroom apartments and x 9 one bedroom apartments.

| Townhouses |  |  |  |
| :--- | :--- | :--- | :--- | :--- |

Apartment Building 2 NIA per unit No of Units GIA
Lower Ground Flo NIA per unit No of Units GIA

| Lower Ground floor |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Residential - 1 Bed | 52 | 8 | 416 |
|  | Residential - 2 bed | 72 | 4 | 288 |
|  | Core and Ciculation |  |  | 221 |
| Sub Total 925 |  |  |  |  |
| Ground Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 15 | 780 |
|  | Residential - 2 bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 378 |
| Sub Total |  |  |  | 1734 |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 15 | 780 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Circulation |  |  | 378 |

sear

| Floor |  |  |  |
| :--- | :--- | :---: | :--- |
| Residential - 1 Red | 52 | 15 | 780 |
| Residetial - 2ed | 72 | 8 | 576 |
| Core and Circulation |  |  | 378 |

Third Floo

| Residential - 1 Bed | 52 | 5 | 260 |
| :---: | :---: | :---: | :---: |
| Residential - 2 Bed | 72 | 2 | 144 |
| Core and Ciculation |  |  | 122 |
| Residetnial -1 bed | 52 | 58 | 3016 |
| Residential -2 bed | 72 | 30 | 2160 |


| Apartment Building 1 |  | NIA per unit No of Units |  | GIA |
| :---: | :---: | :---: | :---: | :---: |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia/Retail | 413 | 1 | 413 |
|  | Residential - 1 Bed | 52 | 6 | 312 |
|  | Residential - 2 bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 450 |
| Sub Total |  |  |  | 3420 |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total |  |  |  | 2765 |
| Second Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total |  |  |  | 2765 |
| Third floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 398 |
| Sub Total |  |  |  | 1858 |
| Fourth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 250 |
| Sub Total |  |  |  | 1202 |
| Fifth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |
| Sixth floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |
| Total | Council Core Services | 1525 | 1 | 1525 |
|  | Commercial/Retail | 413 |  | 413 |
|  | Residential -1 bed | 52 | 83 | 4316 |
|  | Residential - 2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2478 |


| Apartment Building 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercial/Retail | 413 | 1 | 413 |
|  | Residential -1 Bed | 52 | 6 | 312 |
|  | Residential - 2 bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 450 |
| Sub Total 3420 |  |  |  |  |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  |  |
| Sub total 2765 |  |  |  |  |
| Second Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 |  |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  |  |
| Sub Total 2765 |  |  |  |  |
| d floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 398 |
| Sub Total 185 |  |  |  |  |
| Fourth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 250 |
| Sub Total 1202 |  |  |  |  |
| Fifth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total 521 |  |  |  |  |
| Sixth floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub total 521 |  |  |  |  |
| Total | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia/Retail | 413 |  | 413 |
|  | Residential -1 bed | 52 | 83 | 4316 |
|  | Residential - 2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2478 |

Sub Total
Core and Circulation

Sub Total 398
1858

| Apartment Building 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia/Retail | 413 | 1 | 413 |
|  | Residential - 1 Bed | 52 | 6 | 312 |
|  | Residential - 2 bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 450 |
| Sub Total 3420 |  |  |  |  |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total 2765 |  |  |  |  |
| Second Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  |  |
| Sub Total 2765 |  |  |  |  |
| Jird Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 398 |
| Sub Total 1858 |  |  |  |  |
| Fourth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 250 |
| Sub Total |  |  |  | 1202 |
| Fifth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total 521 |  |  |  |  |
| Sixth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total 521 |  |  |  |  |
| Total | Council Core Services | 1525 | 1 | 525 |
|  | Commercia/Retail | 413 |  | 413 |
|  | Residential - 1 bed | 52 | 83 | 4316 |
|  | Residential - 2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2478 |

Fifth Floor

| Apartment Building 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia//Retail | 413 | 1 | 413 |
|  | Residential - 1 Bed | 52 | 6 | 312 |
|  | Residential - 2 bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 450 |
| Sub Total |  |  |  | 3420 |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total 2765 |  |  |  |  |
| Second Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total 2765 |  |  |  |  |
| Third Floor |  |  |  |  |
|  | Residential -1 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 398 |
| Sub Total 1858 |  |  |  |  |
| Fourth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 250 |
| Sub Total |  |  |  | 1202 |
| Fifth Floor |  |  |  |  |
|  | Residential -1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |
| Sixth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub total 521 |  |  |  |  |
| Total | Council Core Services | 1525 | 1 | 525 |
|  | Commercia/Retail | 413 |  | 413 |
|  | Residential -1 bed | 52 | 83 | 4316 |
|  | Residential - 2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2478 |



Sub Total
Total

| Apartment Building 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Ground Floor |  |  |  |  |
|  | Council Core Services | 1525 | 1 | 1525 |
|  | Commercia//Retail | 413 | 1 | 413 |
|  | Residential - 1 Bed | 52 | 6 | 312 |
|  | Residential - 2 bed | 72 | 10 | 720 |
|  | Core and Circulation |  |  | 450 |
| Sub Total |  |  |  | 3420 |
| First Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total 2765 |  |  |  |  |
| Second Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 20 | 1040 |
|  | Residential - 2 Bed | 72 | 16 | 1152 |
|  | Core and Circulation |  |  | 573 |
| Sub Total 2765 |  |  |  |  |
| Third Floor |  |  |  |  |
|  | Residential -1 1 Bed | 52 | 17 | 884 |
|  | Residential - 2 Bed | 72 | 8 | 576 |
|  | Core and Ciculation |  |  | 398 |
| Sub Total 1858 |  |  |  |  |
| Fourth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 10 | 520 |
|  | Residential - 2 Bed | 72 | 6 | 432 |
|  | Core and Ciculation |  |  | 250 |
| Sub Total |  |  |  | 1202 |
| Fifth Floor |  |  |  |  |
|  | Residential -1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |
| Sixth Floor |  |  |  |  |
|  | Residential - 1 Bed | 52 | 5 | 260 |
|  | Residential - 2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub total 521 |  |  |  |  |
| Total | Council Core Services | 1525 | 1 | 525 |
|  | Commercia/Retail | 413 |  | 413 |
|  | Residential -1 bed | 52 | 83 | 4316 |
|  | Residential - 2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2478 |

Total GIA

### 3.6 OPTION 3B - PART RELOCATION OF HQ; RETAIN CORE FRONT OFFICE PRESENCE IN TOWN

This option consists of a new build development potentially to the North Weald airfield site and a redevelopment of the existing Epping High Street site, and seeking rental accommodation on the High Street for the 'core' Council services. The new build development is explored in option 2 of this document.

The core services include the chambers, members area, democratic services, electoral offices and customer services. These services equate to a need of circa 25 workstations and a Net Internal Area of circa 1525 sqm.

Therefore, the new build development at North Weald Airfield will cater for 475 staff and will exclude the need to provide for the Chambers and Members area as this can be catered for in the Epping High Street accommodation.

As in option 2, the new build option is presented as two models:

1. $8: 10$ workstation:staff ratio. This equates to a need for 4465 sqm GIA.
2. 6:10 workstation:staff ratio. This equates to a need for 3349 sqm GIA.

Although the areas differ from Option 2 for the full relocation of the council services, the design, scale and proportion of the building will generally remain the same.

The Council will need to seek suitable rental accommodation on or off the High Street with a gross internal area of circa 1525 sqm. This will present a challenge and may need to increase the proposed area to be accommodated suitably due to potential inefficiencies in the buildings' layout. Following a conversation with Alison Blom-Cooper of Fortismere Associates a potential option for this is the Police Station, which has recently become redundant and may be available for renting.

A number of options have been explored regarding the mix of development, with a mainly residential option that provides 1 and 2 bedroom apartments and 3 bedroom townhouses with commercial/ retail space along the ground floor road frontage. Secondly, a mix of commercial/retail on the ground floor road frontage, a hotel, 1 and 2 bedroom apartments and 3 bedroom townhouses in another. Please refer to PwC's findings and recommendations for a detailed appraisa of which option provided the greatest return value to Epping Forest District Council.

The following options show a much denser scheme than previous studies have shown. However, they reflects comments from the planners to date providing a more dense development to protect the surrounding green belt from development. If a scheme is to proceed to outline planning consent, further detailed work would be necessary with the Council's planning officers to ensure that the overall development preserves the character of the Conservation Area.

Options for increasing the development potential have been explored, which have considered the viability of purchasing the two bungalows in the top right hand corner of the site along Homefield Close and the GP Surgery site in the bottom left hand corner - see adjacent. Further details of the potential development have been explored at the end of this section.

The following massing diagrams are shown to illustrate the potential scale of massing for the site and not necessarily the aesthetic, which will be developed if this option is progressed.


## Option 3b

The Civic Offices site is completely vacated, with alternative uses realised across the site.
Potential to optimise the quality, efficiency and flexibility of the new office through the design pro-
cess (slighty less than option 2).
Ability to maximise agile working and cultural changes through design of the new office. Contributes to economic development and the Local Plan on both the Civic Offices site and at Weald.
Retains a Council presence on the historic seat of the Council at Epping
Avoids the need for capital investment in a new Housing hub at North Weald.

## Splits Council HQ functions across two sites.

Public perception of vacating most of the Civic Offices site and investing in accommodatio Staff relocation to a new site outside Epping town centre with associated travel to work concerns Need to identify a suitable customer-facing town centre office.

Rent payable for third party office space if not under Council ownership.
Significant amount of capital investment across both sites and associated cost of borrowing.


## 3.0

3B 1

The below option depicts a full residential option with commercial/ retail space to the ground floor road frontage. This can accommodate either council core services or non-council related commercial/retail space.

## LOL $\operatorname{\text {əbed}}$

| Townhouses |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- |
| NIA per unit |  |  | No of Units | GIA |



| Fourth Floor |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Residential -1 Bed <br> Residential - 2 Bed <br>  <br> Core and Ciculation | 52 | 10 | 520 |  |
|  |  |  | 6 | 432 |

Sub Tota ..... ${ }_{1203}$$\begin{array}{llll}\text { Residential }-1 \text { Bed } & 52 & 5 & 260 \\ \text { Residential } 2 \text { Bed } & 72 & 2 & 144 \\ \text { Core and Ciculation } & & & 117 \\ & & & 521\end{array}$Sixth Floor

| Residential -1 Bed | 52 | 5 |
| :---: | :---: | :---: |
| Residential - 2 Bed | 72 | 2 |
| Core and Ciculation |  |  |
| Commercial | 2005 |  |
| Residential -1 bed | 52 | 74 |
| Residential - 2 bed | 72 | 42 |
| Core and Circulation |  |  |



### 3.0 PROPOSALS

## 3B 2

The below option depicts a mix of residential, hotel and commercial retail space to the ground floor road frontage. The commercial/retail accommodate can either be for council core services or non-council related commercial/retail space



| Hotel |  | NIA per unit | No of Units | GIA |
| :--- | :--- | :--- | :--- | :--- |



|  | $\begin{array}{l}\text { Sub Total } \\ \\ \text { Core and Circulation } \\ \end{array} \quad$720 <br> 420 |
| :--- | :--- | :--- | :--- |



| Third floor |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Residential -1 Bed | 52 | 17 | 884 |
| Residential - 2 Bed | 72 | 8 | 576 |  |
| Core and Ciculation |  |  | 398 |  |



|  |  |
| :--- | ---: |
| Core and Ciculation | 432 |
| sub Total | 251 |
| 1203 |  |



Sub Tota
sixth Floor

| Residential -1 Bed | 52 | 5 |
| :---: | :---: | :---: |
| Residential - 2 Bed | 72 | 2 |
| Core and Ciculation |  |  |
| Commercial | 2005 |  |
| Residential -1 bed | 52 | 74 |
| Residential - 2 bed | 72 | 42 |
| Core and Circulation |  |  |




The below shows how the mix of residential, hotel and commercial development can be maximised with the purchase of the GP surgery and 2 houses. This creates a potential increase of: GP Surgery site -x 4 two bedroom apartments and x 12 one bedroom apartments.
2 Houses sites - x18 two bedroom apartments and x 9 one bedroom apartments.


|  |  |  |  |  |
| :--- | :--- | :--- | :--- | ---: |
| Sixth Floor | Residential -1 Bed | 52 | 5 | 260 |
|  | Residential -2 Bed | 72 | 2 | 144 |
|  | Core and Ciculation |  |  | 117 |
| Sub Total |  |  |  | 521 |
| Total | Commercial | 2005 |  | 2005 |
|  | Residential -1 bed | 52 | 83 | 4316 |
|  | Residential -2 bed | 72 | 60 | 4320 |
|  | Core and Circulation |  |  | 2413 |
| Total GIA |  |  |  | 13054 |

The below shows how the mix of residential and commercial development can be maximised with the purchase of the GP surgery and 2 houses. This creates a potential increase of:
GP Surgery site - x8 two bedroom apartments and $x 8$ one bedroom apartments.
2 Houses sites - x18 two bedroom apartments and x 9 one bedroom apartments.

| Townhouses |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | NIA per unit | t No of Units |  |  |
| Ground Floor |  |  |  |  |  |
|  | Townhouse | 44 | $4 \quad 25$ |  | 1100 |
| Sub Total 1100 |  |  |  |  |  |
| First Floor |  |  |  |  |  |
|  | Townhouses | 44 | $4 \quad 25$ |  | 1100 |
| Sub Total |  |  |  |  | 1100 |
| Total | Townhouse | 88 | 8 25 |  | 2200 |
| Total GIA |  |  |  |  | 2200 |



## 3.0

### 3.7 OPTION 4 - OPTIMISE USE OF THE CIVIC

 BUILDING AND NEW HOUSING HUBThis option consists of two parts:

1. Utilising the new Housing Hub and a refurbished Civic building (excluding the bridge space over the entrance archway) to provide an agile working environment through design interventions and a cultural change, similar to what is proposed in Option 2 for a new build but with the constraint of working with the existing Civic Building.
2. The development of the rest of the site into residential apartments and townhouses.

## Civic Offices

Two sub-options for the Civic Offices have been progressed in this option.
4.1 Working with the existing Civic Building and the new Housing Hub to maximise the potential under their existing constraints with a workstation:staff ratio that suits the area of the buildings.
4.2 Working with the existing Civic Building and the new Housing Hub, but also providing an extension onto the Civic Building to provide an increased number of workstations, which provides a more suitable workstation:staff ratio.

There are 500 staff in total currently located on the Epping High Street Civic site. The proposed new Housing Hub will cater for 82 desks, with 42 Housing Staff (excluding tradesmen) already dentified to move to this Hub. Therefore the refurbished Civic building and the remaining space within the Housing Hub will need to cater for 458 staff.

We have looked to try and make each floor plate identical in layout to help provide a flexible solution that can provide expansion or contraction as the council's needs change.

Generally within the Civic Building the lower floors are for public facing services with upper floors being more private for back of house and confidential functions.

Both options for the Civic Building allow to infill the atrium space above the reception, keep the existing Chambers, members area and canteen, whilst opening up the majority of the floors where possible to allow for open plan agile working.

Sustainability should be at the forefront of the Council's message in delivering a refurbishment of this scale. The building should strive to meet stringent green credentials eg. BREEAM Refurbishment Excellent or Outstanding, which helps to portray the message that the Council are showing corporate responsibility to their constituents in striving to provide an energy efficient building that minimises their carbon footprint and means that green building practises are employed. There is also the social agenda of providing an environment that optimises the quality of life not only for the Council's employees but also for the public that visits their building.

Option 4.1
Due to this being a refurbishment, there will be inefficiencies in providing the optimum layout for the area the building offers. The layout allows for 250 workstations to fit within the existing Civic Building over 3711sqm GIA. With the Housing Hub catering for 82 desks, this provides a total of 332 desks over the two sites.

To cater for the amount of staff over the two buildings, a much denser workstation:staff ratio than Option 2 proposes will be required at 6.6:10.

This dense ratio will be a significant cultural change to the current staff environment.

However, if an 8:10 workstation:staff ratio is provided, the existing Civic Centre and Housing Hub will only accommodate circa 415 staff a shortfall of 85 staff or 68 workstations.

Option 4.2
The provision of an extension onto what is proposed for Option 4.1 allows for 358 workstations over 4605 sqm GIA. The extension is proposed adjacent to Homefield Close on the rear right hand side of the existing building. The extension has been sited in this location as it will provide the most efficient layout for parking and circulation around the site to minimise inefficiency. It will tie in aesthetically with the existing Civic building to provide a seamless appearance. This will create 885 sqm GIA and 108 workstations. It also has the benefit that while being constructed, it will have the least disruption to the Council's operation and enables continuity of services

Therefore with the Housing Hub catering for 82 desks, a total of 440 workstations will be provided over the two buildings. This allows for much best workstation:staff ratio at 8.8:10.

However, to create the necessary parking under Essex County Council standards and based on the increased building area. It wil require the Council to purchase the two bungalows at the rear top right hand corner of the site to facilitate this expansion or take out some of the proposed residential development prospects.

The following massing diagrams are shown to illustrate the potentia scale of massing for the site and not necessarily the aesthetic, which will be developed if this option is progressed.

Residential Development
For the rest of the site to be developed into residential apartments and townhouses there are a number of aspects to consider.
i. Great Crested and Smooth Newts.

We have assumed that the medium population of Great Crested and Smooth Newts can be re-accommodated under the provision of a Natural England licence to a suitable location close-by as part of the proposed works as this will be best for the Great Crested Newts and for the development as a whole.
ii. Sub Station

As part of the works, the re-siting of the sub station is required to enable the positioning of the townhouses to the rear area of the site.
iii. Parking

As with Option 2 \& 3, little parking has been provided for the residential accommodation with some parking to the townhouses and minimal parking to the apartments.
iv. Doctors Surgery

As with Options 3.1 and 3.2 there is an option to utilise the doctors surgery's land and increase the apartment building density.

The proposed apartment building to the front of the site will match the massing of the existing Civic building and will line through with the front entrance staircore. This is slightly set back from the line of the current existing house but creates a focal point for both the civic building and apartment buildings.

A number of options have been explored regarding the mix of development for the residential mix. The best mix appears to be 3 bedroom townhouses to the rear of the site where the density needs to be lower where they back onto the residential properties. A 4 storey apartment building with a mix of 1-2 bedroom apartments is proposed towards the front of the site where the density is much greater backing onto the commercial properties of the High Street.

Option 4.1 - Civic Building Office
Space $\begin{gathered}\text { Commercial/ } \\ \text { Retail }\end{gathered} \quad \begin{gathered}\text { Core and } \\ \text { Circulation }\end{gathered}$ Total GIA Area Civic Building Capacity

|  |  |  |  |
| :--- | :--- | :--- | :--- |
| Civic Building Capacity |  |  |  |
| Ground Floor | 875 | 420 | 1295 |
| First Floor | 964 | 284 | 1248 |
| Seocnd Floor | 935 | 233 | 1168 |
| Totals | 2774 |  | 237 |

Option 4.2 - Civic Building with Extension

|  |  | vic Buildin <br> Commercial/ <br> Retail <br> Area NIA | with Ex <br> Core and Area NIA | Total GIA Area |
| :---: | :---: | :---: | :---: | :---: |
| Civic Building Capacity |  |  |  |  |
| Ground Floor | 1076 |  | 517 | 1593 |
| First Floor | 1194 |  | 352 | 1546 |
| Second Floor | 1176 |  | 290 | 1466 |
| Totals | 3446 | 0 | 1159 | 4605 |

## OPTION 4.1

## COUNCIL ACCOMMODATION IN CIVIC BUILDING

Ground Floor
Civic Building

Civic Building
Desks

## 1295sqm GIA

First Floor
Civic Building
Desks
Second Floor
Civic Building
Desks

Total
Total of Desks

No. 66

1248sqm GIA No. 74

1168sam GIA No. 110

3584sqm GIA
No. 250


OPTION 4.1


## OPTION 4.1





## OPTION 4.2

|  | COUNCIL ACCOMMODATION IN CIVIC BUILDING WITH EXTENSION |  |
| :---: | :---: | :---: |
|  | Ground Floor |  |
|  | Extension | 298sqm GIA |
|  | Civic Building | 1295sqm GIA |
|  | Desks | No. 100 |
|  | First Floor |  |
|  | Extension | 298sqm GIA |
|  | Civic Building | 1248sqm GIA |
|  | Desks | No. 111 |
| ® | Second Floor |  |
| (1) | Extension | 298sqm GIA |
| N | Civic Building | 1168sqm GIA |
|  | Desks | No. 147 |
|  | Total | 4,605sqm GIA |
|  | Total of Desks | No. 358 |



| Townhouses |  |  |  |
| :--- | :--- | :---: | :---: | :---: |



## OPTION 4.2



4 Ass

4.0 delivery

We have outlined below potential next steps for consideration for each of the options. Our recommendation is that the Council explore all of the options further to understand their feasibility. This is in case the preferred option becomes untenable due to unforeseen circumstances and could reduce the amount of abortive time.

Option 1
This option explores the reuse of their existing accommodation, while implementing a cultural change within the Council to provide a more agile and efficient way of working. To implement this, we would recommend consultation with all the main departments where we can present agile working solutions to gain an understanding of their needs. From this we can create a brief and develop a design that suits their requirements. We will also in parallel survey the existing buildings to understand fully their structure to see how flexible the existing buildings can be to enable open plan and
agile working.
A phased programme of works would need to be agreed to allow for the works to be implemented. Only at the end of the phased works would the rentable space of circa 2150 sqm be realised, as this space can be used as decant during the works.

## Option 2

We would recommend first looking into key aspects of how to unlock the development with the link road, transport links and planning potential. In parallel with this, we can give a presentation to the council for cultural change through agile and efficient ways of working to gain an understanding of their brief and understand how efficient we can approach the design. Once this is understood, we can then develop the design for planning

This new office development would need to be implemented before the existing Epping High Street site is developed.

Option 3a
To progress this option a programme will need to be established for the development to understand the effect on the council this will have. The needs of Option 2 will be progressed in parallel so that a full picture of the development can be realised. With early consultation with all the major stakeholders including the planning department, preferred housing partner, preferred hotelier etc, the development can be firmed up and progressed. Early investigations into Ecology, Statutory Services and whether or not the adjacent pieces of land can be purchased need to be explored to enable the scheme to progress. An understanding of where the Council's core services are to be temporary housed during the development needs to understood too.

## Option 3b

Similar to Option 3a in terms of programme, however the Council's core services are to be relocated into suitable rental accommodation along the High Street, subject to being able to find suitable space.

Option 4
Similar to Option 1, this option utilises the existing Civic Building and retains the majority of services on the High Street Civic site, but with the additional provision of a Housing Hub at North Weald airfield site. Consultation with all main departments will be required to present and discuss ways of providing more agile and efficient ways of working. From this we will gain an understanding of their needs. Two sub-options have been presented in this option to show that if only the existing Civic Building and the proposed new Housing Hub is utilised, there will be a need to look at a much greater workstation:staff ratio of 6.6:10. By providing an extension onto the rear of the Civic Building, we can reduce the ratio to a more manageable solution of $8.8: 10$ that wont be as much of a dramatic cultural change to the Council.
With early consultation of all the major stakeholders including the planning department and preferred housing partner, the development can be firmed up and progressed. Early investigations into Ecology, Statutory Services and whether or not the adjacent pieces of land can be purchased need to be explored to enable the scheme to progress.

There will need to be consideration on how the Council will operate to minimise disruption while the residential development is progressed. Also, if the extension in Option 4.2 is developed consideration will be necessary to understand how this will impact on the Council's services located adjacent to where the extension is proposed.

### 5.0 PRECEDENTS

EXAMPLE IMAGE OF HOUSING SCHEMES THAT REFLECT THE AESTHETIC AND QUALITY WE ENVISAGE


뚠

EXAMPLE IMAGE OF FACADE TREATMENTS THAT REFLECT THE AESTHETIC AND QUALITY WE ENVISAGE FOR THE NEW BUILD OFFICE DEVELOPMENT



## Order of Cost Estimate

| Project | Epping Forest District Council Reception Improvements |
| :--- | :--- |
| Client | Epping Forest District Council |
| Date | January 2017 |
| Prepared by | Glenn Edwards |

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Index1.00 Document Issue Register2.00 Introduction$3.00 \quad$ Schedule of Areas4.00 Order of Cost Estimate Summary5.00 Order of Cost Estimate Breakdown7
6.00 Information Used for Order of Cost Estimate ..... 12
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8.00 Exclusions and Risk Commentary ..... 14
Comp' Checked

### 1.00 Document Issue Register

|  | Document Name | Rev | Issue Date | Issued to |
| :--- | :--- | :--- | :--- | :--- |
| .1 | Order of Cost Estimate Nr 1 | - |  |  |

## Comments

First draft for comments

This document represents an Order of Cost Estimate for the works at the Epping Forest District Council Civic offices.
2 The proposed scheme comprises the alteration and refurbishments of the existing reception and atrium layouts to for an open plan reception area based on layout option 1 drawings by Stace LLP.
Order of Cost Estimates are produced as an intrinsic part of Royal Institute of British Architects (RIBA) Work Stage 1. The core objectives of this RIBA stage as described in the RIBA Plan of Work 2013 is as follows: -

- Stage 1 Preparation and Brief - Develop project objectives, including quality objectives and project outcomes, sustainability aspirations, project budget, other parameters or constraints and develop initial project brief. Undertake feasibility studies and review of site information.

The purpose of an Order of Cost Estimate is to establish a realistic cost limit for the building project. The cost limit being the maximum expenditure that the Client is prepared to make in relation to the completed building project, which will be managed by the project team
Stace Order of Cost Estimates use industry benchmarking data to provide an order of cost typically expected of a project of this type The benchmarking data takes into account the nature/specification of the project, the expected method of construction, the location and defined uses.
The data considered in providing the benchmarking Order of Cost Estimate relates to the first quarter 2017 (2Q17) and has been sourced from:

- Stace Projects
- BCIS data
- Industry published cost data

This Order of Cost Estimate is based on information noted in Section 6.0
We draw your attention to the notes in Section 7.0
We draw your attention to the exclusions in Section 8.0
Increased cost projections are excluded.
The costs are based on the assumption of a single stage competitive tender to main contractors using a traditional form of contract. It should be noted that an alternative form of procurement would require a review of the budget.
Fees are excluded.
VAT is excluded.

| RIBA Work Stage | $\mathbf{0}$ | $\mathbf{1}$ | $\mathbf{2}$ | $\mathbf{3}$ | $\mathbf{4}$ | $\mathbf{5}$ | $\mathbf{6}$ | $\mathbf{7}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| RICS Estimate Stage/ <br> Stace Document | Preparation <br> and Brief | Order of Cost <br> Estimate | Formal Cost <br> Plan 1 | Formal Cost <br> Plan 2 | Pre-Tender <br> Estimate | Cost Reports | Final Account | In Use |

### 3.00 Schedule of Areas

|  |  | $\mathrm{m}^{2}$ | $\mathrm{ft}^{2}$ |
| :--- | :--- | :--- | :--- |$\quad$ Notes

## Notes:

The above areas should be considered approximate The above areas have been measured to the boundaries of work areas and are not reflective of the buildings gross internal floor areas.

### 4.00 Order of Cost Estimate Summary

| Ref | Item |  | Total | $\mathrm{f} / \mathrm{m}^{2}$ | $\mathrm{f} / \mathrm{ft}^{2}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | £ | £ | £ |
| . 1 | Building Works Estimate (brought forward from Section 5.00) |  | 415,562 | 1,054.73 | 97.99 |
| . 2 | Main Contractor's Preliminaries Estimate | 13.00\% | 54,023 | 137.11 | 12.74 |
| . 3 | Scaffolding to atrium |  | 12,000 | 30.46 | 2.83 |
| . 4 | Sub-Total |  | 481,585 | 1,222.30 | 113.55 |
| . 5 | Main Contractor's Overheads and Profit | 6.00\% | 28,895 | 73.34 | 6.81 |
|  | Total Building Works Estimate | £ | 510,480 | 1,295.64 | 120.37 |
| . 6 | Risk allowance estimate: |  |  |  |  |
| . 6.1 | - Design Development Risks Estimate | 5.00\% | 25,524 | 64.78 | 6.02 |
| . 6.2 | - Construction Risks Estimate | 5.00\% | 25,524 | 64.78 | 6.02 |
| . 6.3 | - Employer Change Risks Estimate |  | - | - | - |
| . 6.4 | - Employer Other Risks Estimate |  | - | - | - |
|  | Total Building Works Estimate incl. Risk | £ | 561,528 | 1,425.20 | 132.40 |
| $\begin{aligned} & .7 \\ & .7 .1 \\ & .7 .2 \end{aligned}$ | Inflation estimate <br> - Tender inflation estimate <br> - Construction inflation estimate |  | Excluded <br> Excluded |  |  |
|  | Total Building Works Estimate incl. Risk \& Inflation | £ | 561,528 | 1,425.20 | 132.40 |
| . 8 | Professional Fees (PROVISIONAL) |  | Excluded |  |  |
|  | Total Building Works Estimate incl. Risk, Inflation \& Fees | £ | 561,528 | 1,425.20 | 132.40 |
| . 9 | VAT Assessment (PROVISIONAL) |  | Excluded |  |  |
|  | Total Building Works Estimate incl. Risk, Inflation, Fees \& VAT | £ | 561,528 | 1,425.20 | 132.40 |

### 5.00 Order of Cost Estimate Breakdown

| Ref | Description | Qty | Unit | Rate | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| . 1 | Demolitions and Alterations |  |  |  |  |
| . 1.1 | Soft strip and clear out generally | 394 | $\mathrm{m}^{2}$ | 3.00 | 1,182 |
| .1.2 | Strip out existing mechanical and electrical installations | 394 | $\mathrm{m}^{2}$ | 25.00 | 9,850 |
| . 1.3 | Remove and dispose partitions; make good | 214 | $\mathrm{m}^{2}$ | 25.00 | 5,351 |
| .1.4 | Remove and dispose floor finishes; make good | 243 | $\mathrm{m}^{2}$ | 5.00 | 1,215 |
| . 1.5 | Remove and dispose ceiling finishes; make good | 327 | $\mathrm{m}^{2}$ | 6.00 | 1,962 |
| . 1.6 | Remove doors and frame to generally | 11 | nr | 25.00 | 275 |
| .1.7 | Break out and make good coved skirting's | 88 | m | 20.00 | 1,760 |
| .1.8 | Remove existing glazed entrance screen and doors | 1 | item | 350.00 | 350 |
| . 1.9 | Remove existing reception desk | 1 | item | 750.00 | 750 |
| . 1.10 | Form opening in existing wall to house cash points | 2 | nr | 500.00 | 1,000 |
| .1.11 | Allowance for WC strip out | 1 | item | 1,500.00 | 1,500 |
| .1.12 | Remove existing glazed screens to meeting rooms | 2 | nr | 300.00 | 600 |
|  | To Element Summary |  |  | £ | 25,795 |
| . 2 | Substructure |  |  |  | N/A |
| . 3 | Frame |  |  |  | N/A |
| . 4 | Upper Floors |  |  |  | N/A |
| . 5 | Roof |  |  |  | N/A |
| . 6 | Stairs and Ramps |  |  |  | N/A |
| . 7 | External Walls |  |  |  | N/A |
| . 8 | Windows and External Doors |  |  |  | N/A |

property consultants

### 5.00 Order of Cost Estimate Breakdown

| Ref | Description | Qty | Unit | Rate | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| . 9 | Internal Walls |  |  |  |  |
| .9.1 | Stud partitions | 119 | $\mathrm{m}^{2}$ | 70.00 | 8,325 |
| . 9.2 | Extra over fire rated to interview rooms | 29 | $\mathrm{m}^{2}$ | 9.00 | 257 |
| . 9.3 | Glazed screen and accessible doors to proposed meeting room locations | 4 | nr | 4,500.00 | 18,000 |
|  | To Element Summary |  |  | £ | 26,582 |
| . 10 | Internal Doors |  |  |  |  |
| . 10.1 | Single doors generally | 10 | $n \mathrm{r}$ | 750.00 | 7,500 |
| . 10.2 | Double doors generally | 1 | nr | 900.00 | 900 |
| . 10.3 | Fire door to stair core | 1 | nr | 1,200.00 | 1,200 |
| . 10.4 | Modifications to first floor doors to ceremonial staircase | 1 | item | 750.00 | 750 |
|  | To Element Summary |  |  | £ | 10,350 |
| . 11 | Wall Finishes |  |  |  |  |
| . 11.1 | Decoration to stud walls; emulsion | 238 | $\mathrm{m}^{2}$ | 7.00 | 1,665 |
| . 11.2 | Make good existing walls and columns | 428 | $\mathrm{m}^{2}$ | 3.00 | 1,285 |
| . 11.3 | Decoration to existing walls and columns | 428 | $\mathrm{m}^{2}$ | 7.00 | 2,999 |
| . 11.4 | Plasterboard lining to existing stone cladding including skim and decoration | 492 | $\mathrm{m}^{2}$ | 50.00 | 24,605 |
| . 11.5 | Splashbacks to wash hand basins only | 3 | nr | 450.00 | 1,350 |
| . 11.6 | Make good existing walls where partitions are removed | 1 | item | 500.00 | 500 |
|  | To Element Summary |  |  | £ | 32,404 |
| . 12 | Floor Finishes |  |  |  |  |
| . 12.1 | Latex levelling screed to all floors | 367 | $\mathrm{m}^{2}$ | 7.00 | 2,569 |
| . 12.2 | Carpet tiles to reception, atrium and cash areas | 352 | $\mathrm{m}^{2}$ | 45.00 | 15,840 |
| . 12.3 | Vinyl to bathroom areas and around tea point including coved skirting | 15 | $\mathrm{m}^{2}$ | 50.00 | 750 |
| . 12.4 | New Skirting to stud walls and external walls | 313 | m | 18.00 | 5,629 |
| . 12.5 | Mat well and mat | 1 | item | 1,200.00 | 1,200 |
|  | To Element Summary |  |  | £ | 25,988 |

### 5.00 Order of Cost Estimate Breakdown

Ref Description $\quad$ Qty $\quad$ Unit $\quad$ Rate $\quad$ Total

## .13 Ceiling Finishes

| . 13.1 | Suspended plasterboard ceiling; taped and skimmed | 327 | $\mathrm{m}^{2}$ | 40.00 | 13,080 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| . 13.2 | Decoration to ceiling | 327 | $\mathrm{m}^{2}$ | 7.00 | 2,289 |
| . 13.3 | Allowance for bulkheads | 1 | item | 5,000.00 | 5,000 |
| . 13.4 | Allowance for acoustic panels/features | 1 | item | 5,000.00 | 5,000 |
| . 13.5 | Allowance for access panels | 33 | nr | 250.00 | 8,250 |
| . 13.6 | Make good existing ceilings where partitions are removed | 1 | item | 500.00 | 500 |
|  | To Element Summary |  |  | £ | 34,119 |

. 14 Furniture, Furnishings and Equipment
.14.1 Allowance for televisions monitors 4
.14.2 Allowance for blinds
.14.3 Allowance for feature signage
.14.4 Allowance for statutory signage
.14.5 Joinery to reception desk
.14.6 Joinery to touch screen boards
.14.7 BWIC with installation of cash machines
.14.8 Joinery to tea point
.14.9 Lockers
.14.10 Allowance for loose furniture 1

## To Element Summary

. 15 Rainwater Installations
£ 55,500

N/A
. 16 Sanitary Fitting and Plumbing
.16.1 Doc M Pack 1
.16.2 WCs
2
.16.3 Wash hand basins
2
.16.4 IPS panelling; unisex
2
.16.5 IPS panelling; disabled 1
.16.6 Toilet roll holders, coat hooks, etc 3
.16.7 Baby change unit
1
.16.8 Allowance for mirrors
3

| nr | $1,600.00$ | 1,600 |
| :--- | ---: | ---: |
| nr | 500.00 | 1,000 |
| nr | 450.00 | 900 |
| nr | $1,100.00$ | 2,200 |
| nr | $1,100.00$ | 1,100 |
| nr | 300.00 | 900 |
| nr | 400.00 | 400 |
| nr | 75.00 | 225 |



### 5.00 Order of Cost Estimate Breakdown

| Ref | Description | Qty | Unit | Rate | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| . 17 | Mechanical Installations |  |  |  |  |
| . 17.1 | Alternations to above ground drainage to suit new WC location | 1 | item | 3,000.00 | 3,000 |
| . 17.2 | Adaptations and extension to LTHW heating system | 394 | $\mathrm{m}^{2}$ | 65.00 | 25,610 |
| . 17.3 | Cold water supply to tea point | 1 | item | 500.00 | 500 |
| . 17.4 | Comfort cooling units | 4 | nr | 6,000.00 | 24,000 |
| . 17.5 | Allowance for modifications to existing ventilation | 1 | item | 7,500.00 | 7,500 |
| . 17.6 | Mechanical ventilation to WC areas | 1 | item | 1,500.00 | 1,500 |
| . 17.7 | Fire curtain to staircore | 1 | nr | 7,000.00 | 7,000 |
| . 17.8 | Warm air curtain to main entrance doors | 2 | $n \mathrm{r}$ | 3,500.00 | 7,000 |
|  | To Element Summary |  |  | £ | 76,110 |
| . 18 | Electrical Installations |  |  |  |  |
| . 18.1 | Relocate existing IT switch and equipment | 1 | item | 10,000.00 | 10,000 |
| . 18.2 | Relocate existing electrics and fire alarm services | 1 | item | 5,000.00 | 5,000 |
| . 18.3 | New lighting and controls throughout remodelled areas | 394 | $\mathrm{m}^{2}$ | 150.00 | 59,100 |
| . 18.4 | Extra over for feature lighting | 1 | PS | 5,000.00 | 5,000 |
| . 18.5 | Alterations to existing small power distribution | 394 | $\mathrm{m}^{2}$ | 35.00 | 13,790 |
| . 18.6 | Alterations to existing access control | 1 | PS | 2,000.00 | 2,000 |
| . 18.7 | Alterations to existing CCTV system | 1 | PS | 10,000.00 | 10,000 |
| . 18.8 | Alterations to existing fire alarm | 1 | PS | 5,000.00 | 5,000 |
| . 18.9 | Alterations to existing intruder alarm | 1 | PS | 3,000.00 | 3,000 |
| . 18.10 | Alterations to existing data installations | 1 | PS | 3,000.00 | 3,000 |
| . 18.11 | Panic alarms | 1 | PS | 2,000.00 | 2,000 |
| . 18.12 | Allowance for hearing loops | 1 | item | 1,000.00 | 1,000 |
| . 18.13 | Localised panel heaters to WCs | 3 | $n \mathrm{r}$ | 500.00 | 1,500 |
|  | To Element Summary |  |  | £ | 120,390 |
| . 19 | Lift and Conveyor Installations |  |  |  | N/A |
| . 20 | External Works and Services |  |  |  | N/A |

### 5.00 Order of Cost Estimate Breakdown

| Ref | Element Summary | Total | $\mathrm{f} / \mathrm{m}^{2}$ | £/ft ${ }^{2}$ |
| :---: | :---: | :---: | :---: | :---: |
|  |  | £ | £ | £ |
| . 1 | Demolitions and Alterations | 25,795 | 65.47 | 6.08 |
| . 2 | Substructure | N/A | N/A | N/A |
| . 3 | Frame | N/A | N/A | N/A |
| . 4 | Upper Floors | N/A | N/A | N/A |
| . 5 | Roof | N/A | N/A | N/A |
| . 6 | Stairs and Ramps | N/A | N/A | N/A |
| . 7 | External Walls | N/A | N/A | N/A |
| . 8 | Windows and External Doors | N/A | N/A | N/A |
| . 9 | Internal Walls and Partitions | 26,582 | 67.47 | 6.27 |
| . 10 | Internal Doors | 10,350 | 26.27 | 2.44 |
| . 11 | Wall Finishes | 32,404 | 82.24 | 7.64 |
| . 12 | Floor Finishes | 25,988 | 65.96 | 6.13 |
| . 13 | Ceiling Finishes | 34,119 | 86.60 | 8.05 |
| . 14 | Furniture, Furnishings and Equipment | 55,500 | 140.86 | 13.09 |
| . 15 | Rainwater Installations | N/A | N/A | N/A |
| . 16 | Sanitary Fitting and Plumbing | 8,325 | 21.13 | 1.96 |
| . 17 | Mechanical Installations | 76,110 | 193.17 | 17.95 |
| . 18 | Electrical Installations | 120,390 | 305.56 | 28.39 |
| . 19 | Lift and Conveyor Installations | N/A | N/A | N/A |
| . 20 | External Works and Services | N/A | N/A | N/A |
|  | Building Works Estimate (C/F to Order of Cost Estimate Summary) | 415,562 | 1,054.73 | 97.99 |

### 6.00 Information Used for Order of Cost Estimate

## Project Information Used for the Order of Cost Estimate

. 1 Location of site
. 2 Building use
. 3 Floor Areas (of remodelled/refurbished areas only)

New Build/Remodelling/Refurbishment
Project/design brief
Enabling works
Indicative programme

- Pre Contract
- Contract

Restraints
Site Conditions
Budget/Cashflow restraints
Assumed Procurement Route
Proposed/Assumed storey height
Proposed/Assumed M\&E Installation
Project Team Fees
Other development/project costs
Inflation
Value Added Tax

Epping, Essex
Civic offices
$394 \mathrm{~m}^{2}$
$4,241 \mathrm{ft}^{2}$
Remodelling/Refurbishment
To be developed
Included

TBC
TBC
Occupied offices
Existing building
TBC
Single stage traditional
c 3.0 m
Adaption of existing
Excluded
Excluded
Excluded
Excluded
. 2 No other record surveys were available for the preparation of this Order of Cost Estimate.
No structural or services information was available for the preparation of this Order of Cost Estimate.

Wall finish to WCs are assumed to be emulsion painted with tiled splashbacks .
Below ground drainage is assumed to be local to the new WC locations and all alterations are above ground.

Option includes retention of fire rated glazed screen to accessible interview room. Localised making good has been allowed in offices to rear of interview rooms.

### 8.00 Exclusions and Risk Commentary

## . 1 Exclusions

.1.1 Professional fees
.1.2 VAT
.1.3 Insurances
.1.4 Legal Fees
.1.5 Finance costs and interest charges
.1.6 Planning / Building regulation fees
.1.7 Site investigation costs and/or asbestos survey
.1.8 Works outside of the site boundary
.1.9 Tenant Fittings, Loose furniture or other equipment not specifically described
.1.10 Marketing
.1.11 IT wiring and equipment including media and AV equipment not specifically described
.1.12 Fire fighting appliances
.1.13 Decanting, temporary accommodation and moving / relocation costs of existing tenants
.1.14 Income loss during construction and vacant tenant periods
.1.15 Works to the existing building envelope including windows
.1.16 Structural alterations
.1.17 Electric hand driers
.1.18 Alterations to below ground drainage
.1.19 External works

## . 2 Risk Commentary

As the project develops risk analyses will be undertaken and properly considered assessment of risks will be calculated. At this stage of the project we prefer to highlight all the potential risks associated with a project and utilise our experience of project type, site conditions, level of design etc to provide a considered percentage against each heading.
.2.1 Design Development Risks (allowances against risk in design process)
.2.1.1 Scheme design, structure and services proposals
.2.1.2 Planning requirements \& restrictions
.2.1.3 Legal agreements
.2.1.4 Covenants
.2.1.5 Environmental issues
.2.1.6 Statutory requirements
.2.1.7 Procurement methodologies
.2.1.8 Tendering delays

### 8.00 Exclusions and Risk Commentary

. 2 Risk Commentary (continued)
.2.2 Construction Risk (allowances for risk associated with site conditions)
.2.2.1 Extensive service diversions/upgrades unusually high requirements from statutory authorities
.2.2.2 Restrictions on access
2.2.3 Presence of asbestos containing materials
.2.2.4 Restrictions on noisy working hours
.2.2.5 Phased working arrangements
.2.2.6 Abnormal structural / substructure works to the proposed or existing buildings
.2.2.7 Archaeological cost or associated delays
.2.2.8 Site specific planning requirements
.2.2.9 Abnormal acoustic measures
.2.2.10 Measures to deal with air quality
.2.2.11 Additional cost of consequential upgrading for Building Regulations Compliance
.2.2.12 Additional cost of compliance with future changes in Building Regulations
.2.3 Employer Changes (allowance for risks associated with Employer changes)
.2.3.1 Employer changes brief, scope of works, quality, time etc
.2.4 Employer Other Risks
.2.4.1 Funding and the availability of funds
.2.4.2 Special contractual arrangements
.2.4.3 Early handover
.2.4.4 Postponement
.2.4.5 Acceleration
.2.4.6 Availability of funds
2.2.4.7 Liquidated damages
.2.4.8 Premiums on associated contracts for late delivery etc
.2.5 Other Considerations
.2.5.1 Capital allowances for taxation purposes
.2.5.2 Grants

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