



Town Hall Remodelling

Business Case

October 2016

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1 Introduction - Purpose of this Document

- 1.0 This document progresses the planning and definition of the Town Hall Remodelling project to the decision stage. This business case enables a clear decision on the final option to be taken to enable sign off. This will provide a sound basis on which to move to detailed feasibility, procurement and construction.

2 Background Summary

- 2.1 During 2010 and 2011, the Council reviewed a number of options for its space requirements in order to reduce overheads and to be relevant and sustainable. This included a review of the future of the Town Hall.
- 2.2 Following this consideration, it was apparent the existing space within the Town Hall building was not being used effectively and, because very little had been spent on maintaining the building over the years, the running costs were considerably high. The building was no longer fit for a modern office and was in serious need of refurbishment. This was supported by the report presented at Ordinary Council in July 2011. Further, the Council was also missing out on possible opportunities to create a revenue stream. Having considered various options, the Council decided to retain the Town Hall (Minute 123).
- 2.3 In July 2012, Ordinary Council agreed to pursue an option for part remodelling of the building, allowing for a commercial lease agreement with a third party tenant (Minute 137). By September 2013, further details regarding the selected Outline Business Case option was agreed by Extraordinary Council (Minute 156).
- 2.4 In December 2014, a revised scope to keep the project within the agreed budget was resolved by Ordinary Council (Minute 322). This excluded significant works which were considered necessary to deliver all the required improvements for a modern building. Separate business cases for works outside of this scope were requested in order to obtain a true and accurate cost of the project.
- 2.5 During 2015, a revised approach was launched with the concept of a "community hub". Discussions with key organisations from the public, private and third sector took place. This led to a number of groups agreeing in principal to co-locate which significantly altered the overall make-up of the Town Hall; developing the community space further into what is now termed as a Service Delivery Hub.
- 2.6 Continuing the work to develop the Town Hall project, the possibilities for the space were reviewed, which led to the options within this business case. The project envelope contains four distinct elements:
- Council services
 - Service Delivery Hub
 - Back Office Service Delivery Hub (Police), and
 - Commercial/residential

3 Scope

- 3.1 The scope of the project has been established by the approval to proceed at committee and subsequent approvals at Extraordinary Council in September 2013, Ordinary Council in December 2014 and the Policy, Finance and Resources Committee in November 2015 and Ordinary Council in June 2016.
- 3.2 From these approvals, the headline scope of the project can be identified as:
- Create a Service Delivery Hub that will deliver financial, economic and service benefits to those organisations within the hub, and simpler, speedier service for customers
 - Improve the overall utilisation of the space within the Town Hall building
 - Identify methods to be more sustainable, reduce overheads and create revenue streams
 - Develop, modernise and improve the methods of working by the Council

4 Strategic Fit

- 4.1 The creation of a Hub fits with a number of corporate objectives, as set out in Vision for Brentwood 2016-19:
- Review the Town Hall project to deliver a community Hub, shared by others
 - Consider how Council assets can be utilised to promote sustainable development in the Borough
 - Maximise Council assets to deliver corporate objectives and ensure community benefit
 - Review our asset management governance strategy
 - Develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy
 - Explore alternative methods of service delivery, including shared services and outsourcing

5 Project Objectives

- 5.1 The project's objectives, as defined in the July 2012 Outline Business Case and subsequently in the June 2016 committee report, are:
- Provide a modern, economic civic building
 - Improve the overall utilisation of space within the Town Hall
 - Provision of flexible space for community sector use
 - Availability of flexible commercial office and / or residential space

6 Expected Outcomes

- 6.1 The project expects to deliver the following outcomes:
- Improved customer experience
 - Increased take up of both Council and other services located within the Hub
 - Reduced running costs

- Increased energy efficiency and reduced carbon footprint
- Increased revenue
- Improved utilisation of office space
- Improved working environment for colleagues
- Provision of commercial space and / or residential accommodation

6.2 Outcomes will be measured using benchmarking to be identified before the start of the project during 2017. Reporting and monitoring of indicators by the Council will start after the remodeling work is complete and the building is fully functional and at quarterly intervals thereafter.

7 Current Use

7.1 The number of Council staff working from the Town Hall offices has reduced over the last 10 years, from around 350 employees to approximately 180 employees. The amount of space presently occupied by the Council is spread over four floors and utilises approximately 25,000sqft gross internal area. Efforts have been made over recent years to utilise space better, however it is envisaged much more can be achieved with remodelling, modern space planning, uniform furniture and new technology.

7.2 The three main uses of the Town Hall, which need to be retained and improved are:

- Public access for customer service
- The civic and democratic functions of the Council
- The administrative functions of the Council

8 Current Town Hall Costs

8.1 The Town Hall has had little investment over a number of years. Because of this premise related running costs are considered to be high and are in the region of a little over £310k per annum excluding business rates (with the current usage of the Town Hall). To reduce these costs, this business case proposes work to the structure and infrastructure, alongside better use of the building through more effective and efficient use of space by the Council.

8.2 Improving the Town Hall's structure and the introduction of modern equipment; boilers, lighting, window replacement etc. will enable a far more efficient building that would realise a reduction in utility costs of at least 25%, based on current assumptions. This would also deliver environmental improvements that will reduce our carbon footprint.

9 Floor Area

9.1 An assessment of floor areas was undertaken in January 2012, which confirms the space available within the Town Hall that is useable in its present state as 42,677sqft, as set out in the chart at Appendix A.

- 9.2 The chart identifies:
- The total 'gross space' on each floor, which includes areas for plant, walls, storage space, electric ducts etc.
 - The 'general space', which is the actual space being used for 'work'
 - The 'circulation space', which includes the corridors and access spaces not utilised for office space or being put to work.
- 9.3 This gives an indication of the efficiency of the space within the Town Hall, i.e. the total percentage of space being used for productive work. At present, the total efficiency of space is 68%. This project would seek to increase this considerably. This would be achieved by the alterations proposed to the internal structure and layout. This would significantly reduce the 'gross' and 'circulation' areas, making the use of space much more efficient for the Council services and more attractive to those seeking to occupy the Second and Third Floors.

10 Other Property Related Matters

- 10.1 **Title:** The legal title to the Town Hall is comprised of five separate registered parcels of land; the Council being registered freeholder of each parcel with title absolute. There are a number of subsequent agreements with rights reserved associated with subsequently agreed access arrangements. Also associated with title are a number of known and unknown covenants and unknown rights. The Council may wish to consider an insurance policy against these unknown covenants and rights.
- 10.2 The Council will need to resolve a discrepancy on the land adjacent to the garages in the north car park and the current layout, although it is unlikely to affect any current proposals for the Town Hall.
- 10.3 **Leases and Licences:** The Council currently lets out parts of the building to other organisations through formal leases or licences. These groups are:

Organisation	Location
Papworth Trust	Third Floor
Foodbank	Third Floor
Mind	Second Floor
Brentwood Council for Voluntary Services	Ground Floor
Registrars	Ground Floor
Talking Newspaper	Lower Ground Floor

- 10.4 In addition to the above, the Council is working with Essex Police to agree Heads of Terms to occupy part of the Lower Ground Floor.

- 10.5 CVS, Mind, Talking Newspaper, Registrars and the Police will be part of the remodelled Town Hall building and, as such, every effort will be made to reduce impact whilst work is undertaken to the building. However, this cannot be guaranteed and therefore some groups will need to relocate temporarily.
- 10.6 Discussions with Papworth Trust and Foodbank will need to be undertaken as they will be required to relocate out of the building permanently prior to building works commencing.

11 Options

- 11.1 The options set out in this business case achieve the project objectives and outcomes. They have been identified from the work undertaken by the project team, advice from our contracted asset manager, our asset management team and specialist project team, a review of the Council's latest position and of the commercial and residential markets.
- 11.2 **Options 1 and 2:** Offer identical proposals for the Lower Ground, Ground and First Floors. The options differ only in their approach to the Second and Third Floors.
- 11.3 Both options seek to strengthen the core of the Town Hall building by creating a new steel sub-structure to enable structural and non-structural walls to be removed. This will afford the Council the ability to open up each floor to allow best use of space and enable higher income to be achieved. As well as optimum energy efficiency and much reduced running costs, these options afford a high degree of future flexibility for the Council.
- 11.4 Both options include:
- Full remodelling of the Town Hall, including complete replacement of two thirds of the roof, windows and mechanical & electrical infrastructure
 - New central entrance to the Ground Floor
 - Combination of Council front line services within a Service Delivery Hub and serviced community offices on the Ground Floor
 - Remodelled back office and the civic centre for the Borough, retaining the committee area and back office space for Council services on the First Floor
 - Leased office space in the Lower Ground
- 11.5 **Specific to Option 1:**
- Mixed residential accommodation on the Second and Third Floors creating 19 units
- 11.6 **Specific to Option 2:**
- Serviced commercial office accommodation on Second and Third Floors resulting in a net area of approximately 19,000 sqft of office space
- 11.7 **Option 3:** Do nothing.

11.8 Table 1.0 confirms the likely improvements/change each option delivers:

	Option 1	Option 2	Option 3
Delivers a remodelled Town Hall with new central entrance	✓	✓	
Provides an open plan, remodelled modern reception area	✓	✓	
Creates a Hub with serviced community offices	✓	✓	
Improves the customer experience	✓	✓	
Provides a remodelled civic area creating a modern space using efficient furniture	✓	✓	
Creates a platform lift from the Ground to First Floor, increasing accessibility to the civic area	✓	✓	
Provides a fully open plan working environment with uniform furniture to afford optimal use of space	✓	✓	
Replaces dangerous and damaged windows	✓	✓	
Replaces roof and insulation	✓	✓	
Refurbishes the existing service lifts to modern standards	✓	✓	
Consolidate boilers with energy efficient equipment	✓	✓	
Optimises energy efficiency through use of advanced M&E services using high efficiency heating, lighting, insulation, photovoltaics and window replacement	✓	✓	
Reduces running costs overall	✓	✓	
Provides a sustainable income stream	✓	✓	
Ensures space is flexible for the future	✓	✓	
Creates residential space, with separate access, to assist with Local Development Plan targets	✓		
Lower risk of void periods and reduced revenue	✓		
Creates commercial office space, with separate access		✓	
Maximises potential revenue stream		✓	

Table 1.0: Improvements by Option

12 Hub – General Overview

- 12.0 Appendix B provides a vision of the Hub and a draft layout plan of the Hub.
- 12.1 The Hub will comprise a combination of organisations co-locating on the Ground Floor of the Town Hall in a modern accessible building, providing customers who often have similar or related issues with a place to resolve or interact. It will create opportunities for joined up working, seamless referrals and speedier transactions for customers. It will further provide back office space for groups such as Council for Voluntary Service, Citizens Advice Brentwood and Mind.
- 12.2 Meeting space of different sizes will be provided that will also enable privacy. The space will allow community interaction for groups and enable further integration with other community groups if and when required.

13 The Council's Operation – General Overview

- 13.1 The Council's back office will be reducing from approximately 25,000sqft to 10,000sqft, as set out in a draft layout plan in Appendix C. Desks will become workspaces allowing the use of both or either PCs or laptops and reduce from over 180 desks to 120 workspaces.
- 13.2 A reduction of such significant numbers can only be achieved if this physical change is matched by equivalent cultural change. This is supported by the project to introduce 'New Ways of Working' and other service delivery projects such as the 'Customer Access Strategy'. These and other projects will develop the agile space culture and working methods that are part of a modern organisation, enabling officers to work remotely or in the field. Features of the modern plan and work are:
- Those staff whose requirement is to be out in the field will be provided with the right equipment and access to workspace at the Town Hall to drop in and utilise when necessary
 - Office space will be open plan with meeting rooms and individual office cells for quiet working
 - There will only be four cellular offices for senior officers
 - A central print area and kitchen facility would also be provided
 - The offices will run a clear desk policy for all which will enable increased desk utilisation
 - Staff working remotely will be able to use any workspace when at the Town Hall
 - New technology and changes in working practices will enable the Town Hall to become 'paper-lite', reducing the storage needs and creating better use of space
- 13.3 From the information and progress achieved through pilots so far, it is considered that these numbers and shift in provision are achievable.

14 Civic Area (Council Chamber & Committee Rooms) – General Overview

- 14.1 The Town Hall building is seen as the civic and administrative centre for the Borough. As such, it is important this facility is retained and its use made more efficient.
- 14.2 Since April 2016, the space has been used for weddings and civil ceremonies. However, it is considered that if moveable furniture was introduced, the space could be more flexible, better utilised and able to attract more income. The remodelling work would therefore include decoration, furniture and audio equipment to allow full participation.
- 14.3 Options 1 and 2 would make the civic and administrative centre more accessible to all by the installation of a platform lift at the south end of the building from the ground to the first floor.
- 14.4 Political groups will no longer have individual meeting space but will be given priority when booking meeting rooms via the booking system. In the same way, individual members will be able to book meeting space for appointments with residents when necessary. Further, a locker and secure space/cloak room facility will be provided for members.

15 The Residential/Commercial Space – General Overview

- 15.1 There are two options for consideration for use of the Second and Third floors; residential or commercial. Both options will provide separate demises from the other areas of the building except in emergency situations. Access and egress will be through their own entrance and serviced by their own maintenance and facilities provider.
- 15.2 Letting of space, whether commercial or residential, will be undertaken by those with the expertise to do so. Therefore, the Council would consider external assistance to deliver this or through an arm's length trading company.
- 15.3 The Council will retain ownership of the residential properties and/or commercial space and use them to generate revenue. The residential option will be rented privately to ensure revenue is maximised and to avoid any conflicts of interest. There will be no provision of social housing within this option as it is not required under Council planning guidelines. Likewise, commercial space will be leased at market rate, regardless of activity or status of the tenant.
- 15.4 Advice from Kemsley's (Premises Advisors) has been received and both options are considered viable in terms of their likely take up. Both markets (residential and commercial) are strong within the area. However, their view is that whilst both

markets are buoyant at present, the impact should the country or region experience an economic downturn is considerably different.

- 15.5 All indications suggest that the private residential market is likely to remain strong at periods of uncertainty as fewer people commit themselves to purchase property; the commercial sector is likely to be hit harder.
- 15.6 Although void periods have been added into the overall calculations of both commercial and residential rental income, this only considers a stable / normal market and minimal time between lettings. The void period during an economic downturn is likely to be far more significant to the point that commercial space could remain empty for up to 12 to 18 months.
- 15.7 Although residential tenancies are shorter term (12 months) to that of commercial (5 to 10 years typically) the risk of a void period to commercial properties is substantially more.
- 15.8 There is also a trend at present in Brentwood that has seen commercial space being converted to less risky residential accommodation, which has been made possible by Government changes to planning permitted development rights nationally.
- 15.9 More detailed options appraisal of both schemes is included at Appendix D.

16 Flexibility of the Design for Future Proofing

- 16.1 The open plan design associated to Options 1 and 2 not only affords the most revenue to be accumulated, it also further improves the future proofing of the building.
- 16.2 If one of the Hub groups fails to come on board, wishes to vacate or the space required by the Council changes, the area can be sub divided to create different spaces to 'right-size' the Hub or back office. This allows flexibility in both the design stage and following completion of the Town Hall works.
- 16.3 This flexibility enables the building to be responsive to allow further space for the Hub, residential or office accommodation, whether servicing the Council's needs or a commercial entity.

17 Location During Building Works

- 17.1 During the construction period the Council will need to relocate from the Town Hall, whether in full or in part. The decision will have an impact on cost and revenue. The Council has two options, A or B:
- 17.2 **Option A:** Relocate to other Council premises and privately rented accommodation during the life cycle of the project. This will not include the Police who will continue to reside in the Lower Ground Floor.

- 17.3 **Option B:** Relocate the majority of Council services to the south end of the building and utilise other Council premises and some private rental accommodation, if needs be, during the life cycle of the construction project.
- 17.4 Both options would require the Civic meeting space to relocate out of the building for a period. Working with the contractors, the disturbance to the north end of the building is hoped to be kept to a minimum. Alternative local options including the use of local school space are being sought for Council meetings. Likewise, weddings and civil ceremonies which also take place within the civic space, will for a short period, have to cease from this location and alternatives will be sought. Again, working with the contractor, the disruption will be kept to a minimum.
- 17.5 The cost to relocate out of the Town Hall has been estimated to be around £400k, with the incentive that the Council could return to the premises 3 to 9 months earlier and that revenue from the letting of residential or commercial areas could start one year earlier.
- 17.6 The capital cost to partially remain in the Town Hall is approximately £350k more expensive and will still cost a further £400k to relocate to the south end of the building or other space. In addition, revenue of between £80k to £200k will be lost.
- 17.7 If option A was agreed, the Council in the foremost would seek to utilise other council offices before private rental office accommodation. It would also, as a priority, seek to retain a front of house (face to face) reception near to the present site or the Town Centre.
- 17.8 Set out in table 2.0 are the two options and their advantages and disadvantages.

Option	Advantages	Disadvantages
A	<ul style="list-style-type: none"> • Quicker project delivery • Use relocation to implement New Ways of Working • Revenue streams start earlier • Police continue to lease lower ground with little disturbance from Council Staff • Reduced phasing 	<ul style="list-style-type: none"> • Likely increase in accommodation of rental space • Reception and other groups leasing space within the building will need to relocate
B	<ul style="list-style-type: none"> • Less money spent on private rented accommodation • Continuity of focal point of Town Hall for staff, members and the public remain 	<ul style="list-style-type: none"> • Revenue from commercial or residential will start later • Project will take longer • Cost to deliver project will increase • Increased phasing • Potential health and safety issues • Abortive accommodation costs incurred to set up office to remain in building

Table 2.0 Relocation Advantages and Disadvantages

18 Financials

- 18.1 The Council can predict that a yearly efficiency saving against expenditure will either develop in the financial year beginning 2019 or 2020 depending on whether the Council decides to relocate out of the building or remain in the building.
- 18.2 Table 3.0 demonstrates the likely net efficiency saving compared to the current budget, and when this will commence depending on the option 1 or 2 and whether to relocate or whether to partly remain in the building, option A or B.

Option	Description Brief	(Saving)/ Growth 2019/20 £'000	(Savings) Full Year £'000	Comment
1A	Remodelling with residential, relocating out of the building	(219)	(239)	This includes normal void periods
1B	Remodelling with residential, part relocating out of the building	(13)	(225)	This includes normal void periods
2A	Remodelling with commercial, relocating out of the building	(171)	(285)	This includes normal void periods but not rent free periods which is often the case with commercial lets
2B	Remodelling with commercial, part relocating out of the building	(88)	(271)	This includes normal void periods but not rent free periods which is often the case with commercial lets

Table 3.0: Likely Reduction in Expenditure

- 18.1 Detailed tables depicting the year on year costs and reduction against expenditure for all four options are shown in the tables 4 to 7 below.
- 18.2 The tables are the financial breakdown of the two options, residential and commercial. There are two charts for each option; one identifies the likely saving if the Council fully relocated and the other is partial relocation.
- 18.3 The saving will alter if the proposed leases and income from them does not materialise. However, a potential efficiency saving against the current budget of around £239k per annum after all outgoings and assumed void periods for residential could be achieved. Likewise, a potential efficiency saving against the current budget of around £285k per annum after all outgoings and assumed void periods for commercial could be achieved.

- 18.4 As can be seen, based on the assumptions and predictions used to create the figures, the commercial options appear most favourable on purely financial basis by some £45k per annum.
- 18.5 Investment for both schemes will require borrowing. The scheme to create residential will cost in the region of £9.8m or £10.2m and the commercial scheme £9.2m or £9.6m including contingencies and all other associated costs. The model assumes that the capital spend will be funded through internal borrowing in 2017/18 and 2018/19. This will be replaced by external borrowing at the end of the 2018/19 financial year.

18.6 Option 1A - Residential on upper floors and vacate the building

	Budget 2016/17	Forecast				
		2017/18	2018/19	2019/20	2020/21	Full Year
		£'000	£'000	£'000	£'000	£'000
Gross Expenditure	589	726	856	929	973	973
Gross Income	(13)	(31)	(208)	(571)	(636)	(636)
Net cash Flow	576	695	648	358	337	337
Growth/(Savings) against 2016/17 budget		118	71	(219)	(239)	(239)

Table 4.0: Option 1A - Residential on upper floors & vacate the building

18.7 Option 1B - Residential on upper floors and partially relocate out of the building

	Budget 2016/17	Forecast				
		2017/18	2018/19	2019/20	2020/21	Full Year
		£'000	£'000	£'000	£'000	£'000
Gross Expenditure	589	726	858	941	987	987
Gross Income	(13)	(31)	(208)	(377)	(636)	(636)
Net cash Flow	576	695	650	564	351	351
Growth/(Savings) against 2016/17 budget		118	73	(13)	(225)	(225)

Table 5.0: Option 1B - Residential on upper floors and partially relocate out of the building

18.8 **Option 2A - Commercial on upper floors and vacate the building**

	Budget 2016/17	Forecast				
		2017/18	2018/19	2019/20	2020/21	Full Year
		£'000	£'000	£'000	£'000	£'000
Gross Expenditure	589	726	852	903	918	918
Gross Income	(13)	(31)	(208)	(498)	(627)	(627)
Net cash Flow	576	695	644	405	291	291
Growth/(Savings) against 2016/17 budget		118	68	(171)	(285)	(285)

Table 6.0: Option 2A - Commercial on upper floors and vacate the building

18.9 **Option 2B - Commercial on upper floors and partially relocate out of the building**

	Budget 2016/17	Forecast				
		2017/18	2018/19	2019/20	2020/21	Full Year
		£'000	£'000	£'000	£'000	£'000
Gross Expenditure	589	726	854	915	932	932
Gross Income	(13)	(31)	(208)	(427)	(606)	(627)
Net cash Flow	576	695	646	488	326	305
Growth/(Savings) against 2016/17 budget		118	70	(88)	(250)	(271)

Table 7.0: Option 2B - Commercial on upper floors and partially relocate out of the building

- *Note: Assumptions on the financial figures All costs/income have been calculated at 2016/17 price base.*
- *Borrowing costs have been assumed at 2.36%. For each 0.5 percentage increase/decrease in the borrowing costs the yearly variation will be plus/minus £50k.*
- *Gross expenditure includes the cost of borrowing from 2019/20.*
- *20% contingency has been allowed for any slippage in the project.*
- *3% contingency has been allowed for in the increase in the capital costs.*
- *All income has been presumed at current market rate.*

- 18.10 The use of space by residential, commercial, Police and those groups within the hub will also realise a significant reduction in the amount of business rates which have been taken into account
- 18.11 Commercial lets will be subject to VAT in addition to their rental agreement whereas residential properties are exempt from VAT.
- 18.12 During the construction stage, the Council will fund the capital element through 'internal' borrowing. However, as this will not be sustainable in the longer term, it is planned to replenish the internal borrowing by taking out external borrowing when it is appropriate. In this case, it is planned to do it in 2019/20.

19 Work Required to the Town Hall

- 19.1 The following sections describe some detail around the work required to the Town Hall.

20 Architecture

- 20.1 As set out in Appendix E, the architectural report, the architect has begun work by opening up space on all floors, with exception of the Lower Ground which will, in the majority, be leased to Essex Police.
- 20.2 The plans retain a civic space in the building in the same location. A new entrance to the centre of the building has been designed to deliver a focal point presently not provided and make best use of the space within the ground floor. It makes use of the central stairway as a separate entrance for the upper floors and seeks to include a lift to the upper residential/commercial floors, with a new platform lift to the civic space on the first floor from the Hub area.
- 20.3 Importantly, the drawings create a much larger expanse of usable space in order for the Hub on the ground floor and Council back office services on the first floor to be achieved. This improved use of space will be required if the project is to succeed and the Council migrate to new ways of working.
- 20.4 If Option 1A or 1B is agreed, the number of residential properties provided onto the top two floors will be 19 units.
- 20.5 If Option 2A or 2B is agreed the amount of space which will be created for commercial lease is approximately 19,000sqft.

21 Structural Information

- 21.1 Appendix F considers the requirements needed to alter the internal structure of the building in order that the vision, the aspirations of the Hub and the delivery of the objectives of the Council can be achieved. It focuses on strengthening the core using a steel frame and reducing weight on the upper floors.
- 21.2 Importantly, the drawings indicate this can be achieved and are standard methods of alterations to buildings when seeking to expand space.
- 21.3 This method will allow both supportive and non-supportive walls to be removed. Steels will be introduced where necessary. This 'opening up' will assist with the introduction of new mechanical and electrical services that will provide services far more efficiently
- 21.4 **Roof:** The north end and central roof will be replaced and insulation increased significantly. These areas of the roof are in poor condition and in need of total replacement following relative neglect and piecemeal patch repairs over the years. Replacement will result in fewer issues and lower maintenance costs in the future. It will also assist to reduce energy use, future expenditure and the carbon footprint. The design of the roof supports will facilitate a residential or commercial option.
- 21.5 **Structure:** The building will be supported by the installation of a steel framework. The steels will allow supporting and non-supporting walls to be removed, opening up the building from the Ground to Third Floor. This allows both residential and commercial options to be considered for the Second and Third Floors, enables the essential space to accommodate all back office Council Services on the First Floor and creates a Hub with open space on the Ground Floor.
- 21.6 The steels will allow flexibility in the space that is created, enabling variations to the layout and segregation of space if required. Moreover, the addition of steel and the opening up of all floors will allow for future change and development without the need for considerable remedial work.

22 Mechanical and Electrical

- 22.1 M & E (Appendix G) has focused on the internal workings of the building, which have been informed by the architect's and the structural engineer's reports. They have enabled a service strategy to be developed that includes measures to improve the air and temperature circulation, lighting, plant and efficiency of the building. This strategy will be developed as the drawings and requirements are finalised. Any alterations will need to comply with building regulations.
- 22.2 In order to create the space and bring the Town Hall up to a modern standard, the expert advice from structural and mechanical & electrical engineers recommends the following work should be undertaken:

- 22.3 **Windows:** All windows will be replaced as the present stock is in a very poor state. Many are no longer serviceable and, in some cases, present a health and safety risk. Replacement of the windows would see an increase in the thermal efficiency, thereby improving the energy and sustainability performance of the building.
- 22.4 Together with other sustainability initiatives within the envelope of works proposed, such as the roof, boilers and insulation, the replacement of windows will assist to reduce our energy consumption, thereby our carbon emissions. The tangible savings and health and safety improvements will be matched by the intangible benefits such as a more comfortable, safer and more attractive environment.
- 22.5 **Heating and comfort cooling:** All three boilers will be replaced with a modern plant as well as the radiators from the Ground Floor upwards. The present heating and water system within the building is inefficient and has been assessed as likely to fail at some point in the near future. The heating and boilers will be consolidated into the basement. This system allows separation and control of heating on one system throughout the building to the different floors and areas.
- 22.6 Water tanks will be reduced from three to one, right-sizing the provision and making the heating of and delivery more efficient and less prone to illegality. The tank will be situated on a smaller area of the roof space which is easily accessible for maintenance.
- 22.7 **Lifts:** The two service lifts will be refurbished to not only ensure that they are safe and compliant to modern standards, but also to improve the aesthetics.
- 22.8 The above work enables the building to be brought up to modern day standards using latest methods that:
- Improves the building through Consequential Improvements (thicker walls / double glazed windows / 'tighter' building i.e. no draughts) - Increased levels of insulation, helping retain heating / cooling and minimising amount of heating / cooling required.
 - Allows comfort cooling / heating the building through a highly energy efficient system. This enables the office environment to be controlled between 20 and 23 degrees' year round (i.e. cools in summers / heats in winter).
 - Introduces mechanical ventilation - allowing fresh air to be circulated into the office. This system supplies fresh (outside air) and extracts stale (inside office) air and automatically recovers any lost heating / cooling and recirculates it back into the office saving energy.
 - Installs five systems designed to allow segregation / individual metering of spaces should the Council wish to sublet areas.
 - Introduces high efficiency LED lighting designed for computer use and feature lighting to hub area.
- 22.9 Any changes consider the environmental impact. Information from the Carbon Trust Town Hall Energy Improvement Implementation report, March 2015, has been taken

into account. Overall changes to the building will reduce the carbon footprint and will reduce utility costs by approximately 25%.

- 22.10 The work to be undertaken will consolidate the 'plant' in the building to the lower ground or roof area making the most of the space and reducing carbon inefficiencies.
- 22.11 The M & E work forms the largest part of the proposed budget for the remodelling as it reflects and tackles the issues of the lack of investment over the years in the building and the systems. The scheme removes all present M & E and replaces it to enable the suggested running costs and efficiencies to be achieved.

23 Environmental Consideration

- 23.1 As an organisation that supports green sustainable initiatives, the work proposed will include the introduction of items that encourage a reduction in the carbon footprint and therefore benefit the environment. These not only assist the environment now and in the future but help to reduce the overall running costs of the building.
- 23.2 Consideration of the best and most appropriate methods to reduce carbon emissions and improve the efficiency have been considered by all those involved in the design, structure and workings of the proposed remodelled Town Hall. The package of changes delivers the best reductions and improvements appropriate for this development.
- 23.3 The items which will be included in Options 1 & 2 are listed in Table 8.0:

Area	Item	Comment / Impact
Infrastructure	Heating	Highly energy efficient system - for every 1kW of electricity used 3kW of heating or cooling is achieved
	Hot water provision	Boiler fumes drive a turbine which generates electricity which is either used on site or exported to the grid
	Roof replacement with increased insulation	Increased levels of insulation to new standards retains heating/cooling and thereby reduces heat emissions
	Lighting	High efficiency LED lighting reduces energy consumption
	Photovoltaics	110m ² would generate approx. 15kW with estimated annual output of 12,500kWh (saving 145 tonnes of CO ² over 25 years - approx. worth £24.5k).
	Window replacement	Reduce heat emissions and introducing air flow system to reduce need for cooling and other types of ventilation
	Toilet accommodation	Reduced water consumption through smaller flush volumes to minimise water wastage and reduce water bills. Energy efficient hand dryers

ICT	Increased use of Cloud-based servers reducing the use of servers on site	Reduces the space requirement at the Town Hall and the carbon footprint of the building and the requirement to have a Disaster Recovery Site at the Brentwood Centre
	Reduced number of PCs in the building	As there are fewer workspaces provided, there will be fewer static PCs
	Fewer Multi-Functional Devices	Reducing space occupied and creating one floor of back office will reduce the need for separate printers, scanners and copiers. These items will be fewer and concentrated to reduce emissions and heat generation throughout the building
	Paper-light working	Greater impetus for using technology to reduce paper usage, thereby reducing energy consumption and deforestation
Office	Remote Working	Fewer vehicle movements will reduce congestion and CO ² emissions.
	Cycle storage and showers	Installation of shower facilities and cycle storage to encourage cycling to work

Table 8.0: Environmental considerations

23.4 These measures, along with the consequential improvements, deliver a far more carbon friendly building. It is envisaged that the introduction of these improvements following standard building practices will significantly increase the Council's Environmental Impact Score.

24 Car Parking

24.1 Any alterations to the building in its use and capacity will have an impact on the parking requirements. Each option is slightly different and therefore the effect on parking of each will differ.

24.2 The parking for residential or commercial, the Police and Council within this business case are adequate in terms of planning requirements. The existing provision on site meets the proposed demands. This is made possible as the requirement for Council staff parking will reduce from its present number. A revised staff parking policy will be necessary that considers needs and requirements of the Council. This will be developed and implemented prior to the remodelled Town Hall completion.

24.3 However, the number of visitors to the Town Hall will increase and consideration of the visitor parking is required.

24.4 The Hub in itself will naturally increase the total number of visitors to the Town Hall. It is anticipated that organisations in the Hub will double the number of visits to the building.

24.5 None of the organisations within the Hub currently provide car parks, however it does not follow that customers do not drive to other locations for their appointments.

- 24.6 Although the Town Hall is approximately 300 metres from the end of the High Street and there are bus links in both directions, it must be accepted that some customers will drive to the Hub.
- 24.7 The present customer parking has been hard to predict when pinch points occur however it has been noted that weddings often take up a lot of parking when they occur. It is considered that an increase in visitor parking is warranted, which will be created by mirroring the present visitor parking and increasing this by 100% (14 spaces), which, considering the overall increase in likely visitors, would seem appropriate.

25 Planning

- 25.1 The recommendation agreed by this authority will impact upon the planning requirements. Planning permission will be required for change of use from office to residential.
- 25.2 The Town Hall (and surrounding land) is allocated as employment-offices in the Council's current development plan (Brentwood Replacement Local Plan, 2005). Any proposed change of use would require submission of a planning application to be determined in line with local and national policy.
- 25.3 Guidance has been sought from the Council's Planning Department. Points of consideration include the building being an existing structure, within the Brentwood Town Centre boundary, and currently designated for office use. Further consideration will be required regarding the design of the building subject to proposed alterations. The Planning Department advise that formal pre-application advice be sought to inform any planning application (if required). The principle of Options 1 and 2 for internal redevelopment of the existing Town Hall building is considered acceptable subject to broad issues identified above.
- 25.4 In terms of a strategic planning view, redevelopment options should consider the context of future development needs. In line with the Council's emerging Local Development Plan for the Borough and current monitoring information, this includes the need to boost new homes and jobs in sustainable locations. Given the Town Hall is located in Brentwood Town Centre, redevelopment options should consider the ways in which new homes can be provided and/or how more efficient use of space can provide additional jobs and local services. It is considered that both Options 1 and 2 can contribute to these strategic planning objectives.

26 Building Regulations

- 26.1 The Architect, Fire Service and our Building Control Officers have met to discuss the overall fire strategy.

26.2 Future options and proposals, including those to improve the efficiency rating of the Town Hall, reduce carbon emissions, improve efficiency and use sustainable techniques and all aspects of compliance with building regulations will be discussed with our building control officers.

26.3 These discussions will be ongoing through the life cycle of the project.

27 Health & Safety

27.1 All aspects of health and safety will be considered at every stage of the project. This includes the final design layout space for customers and staff as well as the temporary relocation space created whilst the work takes place.

28 Risk

28.1 There are a number of risks to the project overall and the high level risks are set out in the risk matrix at Appendix H.

29 Interface with other projects

29.1 As already alluded to in this document, this project does not stand alone and will only be achieved through the development of other projects which include:

- Customer Access Strategy
- Modern ICT or New Ways of Working project
- Shared Services

29.2 These projects will be required to be delivered on time and successfully if the Town Hall remodelling is to achieve its objectives. Strong links between these projects have already been formed and monitoring continues.

30 Delivery Approach

30.1 The next phase of delivery will be procurement requiring detailed specifications to be undertaken which will require the layouts and detail of the fixtures, fittings, M & E to be agreed.

30.2 Following the drafting of the specifications, the purchasing begins which will be through frameworks or a tender process.

31 Timeline

31.1 The projected timeline following a positive decision on either option 1 or 2 is set out at Appendix I. This includes some tentative delivery times for construction and finish. These will be solidified as the project develops.

- 31.2 However, it is considered that construction will commence in Quarter 3 or 4 of 2017 and complete in Quarter 4 of 2018 or Quarter 1 of 2019.

32 Consultation

- 32.1 Following the decision of the Council and development of further draft layout plans of the Hub, office space and civic space, consultation will be undertaken with stakeholders to ensure the most appropriate layout is designed. Consultation will be through open days and presentation to stakeholder groups where necessary including Access Group(s) and will be in addition to statutory consultation as part of any Planning Application process.

33 Summary

- 33.1 Both options deliver against the scope, objectives and outcomes. They meet the Council's vision and create revenue for the Council.
- 33.2 The residential option assists with the delivery of new homes in a sustainable location, contributing to the Borough's housing need and consistent with the Council's emerging strategic objectives set out in the Local Development Plan. In addition, the option will also contribute to the Town Centre economy.
- 33.3 Residential provides sustainable revenue with reduced risk of void periods of any length. Residential is considered to be less risky in that it is less likely to be affected by economic downturns. Rent prices could be affected but certainly not to the extent as commercial properties in an economic downturn.
- 33.4 The commercial option assists with creating local employment opportunities for the Borough and Town Centre. This will contribute to the local economy by providing a more efficient use of space to enable new jobs and better local services. This is consistent with the Council's emerging strategic objectives set out in the Local Development Plan. Commercial provides a sustainable revenue which is higher than that of residential. However, it is considered that the risk associated to revenue for commercial is higher.
- 33.5 During times of economic downturn, commercial space can lay unoccupied for long periods. Further, the turnaround period of commercial properties compared to residential when they are re-let is considerably more. A 10% void period for residential and 15% for commercial has been built into the financials but this would not take account of any economic downturn.
- 33.6 With low interest rates on borrowing, both Options 1 & 2 are affordable and will begin to develop a reduction in the Council's expenditure from potentially year three.
- 33.7 Both these options deliver improved running costs and build in flexibility for the future.
- 33.8 Both options require relocation of Council Services during the construction works.

34 Work Needed Ahead of Implementation

- Design to the relevant RIBA stages and detailed specification of all aspects of works, construction based, space separation for leases etc.
- Agree Heads of Terms with prospective tenants and develop other project management documentation
- Fully identify critical success factors
- Programme in key milestone dates for procurement process
- Programme draft key milestone dates for implementation
- Early engagement with any third party operators for ICT and building solutions
- Complete work streams that will support the programme and the business case

35 Assumptions

35.1 For the project to progress and deliver its outcomes, the following headline assumptions and dependencies have been identified/made:

- Project Board and Member decisions will be made at the right times.
- Any political or management change will not alter the project deliverables.
- Those projects that the Town Hall remodelling is dependent on will be completed on time and successfully, i.e. New Ways of Working project.
- The proposed work to the Town Hall building will return it to a good state of repair as a modern 'fit for purpose' building.
- All groups who have indicated that they will form part of the Hub will remain committed and formally sign up to the Hub at the appropriate time.
- All groups who have indicated that they will form part of the Hub will demonstrate this commitment by actively contributing to the planning and delivery processes as required.
- All resources required, both internal and external to the Council, will be available as necessary.

36 Appendices

- Appendix A - Internal Floor Area
- Appendix B - Visions of the Hub, Preliminary Designs for External Entrance and Draft Layout of the Hub
- Appendix C - Draft Layout of First Floor
- Appendix D - Detailed Options Appraisal
- Appendix E - Architects' Report
- Appendix F - Structural Information and Steel Structure designs
- Appendix G - Mechanical and Electrical Information
- Appendix H - High Level Risk Register
- Appendix I - Headline Project Plan

Internal Floor Areas

Area	Gross Internal Floor Area m ²	Gross Internal Floor Area ft ²	General M ²	Circulation M ²	General FT ²	Circulation FT ²	Efficiency %
Lower Ground	1,040	11,198	609	57	6,559	614	58.57
Ground	1,437	15,471	890	62	9,578	671	61.91
First	1,468	15,798	1,060	76	11,405	821	72.19
Second	1,323	14,246	957	63	10,295	676	72.29
Third	582	6,261	450	0	4,840	0	77.31
Total	5,850	62,974	3,966	258	42,677	2,782	68.45



INTERNAL PERSPECTIVE



INTERNAL PERSPECTIVE

WORK IN PROGRESS - PRELIMINARY





RESIDENTIAL NOTES:

1. THE RESIDENTIAL SPACE STANDARDS ARE BASED ON 'DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT' – TECHNICAL HOUSING STANDARDS – NATIONALLY DESCRIBED SPACE STANDARDS MARCH 2015.
2. ALL AREAS ARE APPROXIMATE, FOR GUIDANCE ONLY, AND ARE SUBJECT TO DISCREPANCIES AS THESE ARE BASED ON A PDF TRACING. A MEASURED SURVEY WAS NOT COMPLETED AT TIME OF REPORT.
3. AREAS ARE MEASURED BASED ON THE RICS GUIDANCE NOTE, A GUIDE FOR PROPERTY PROFESSIONALS, 6TH EDITION CODE OF MEASURING PRACTICE 2007.

GENERAL NOTES

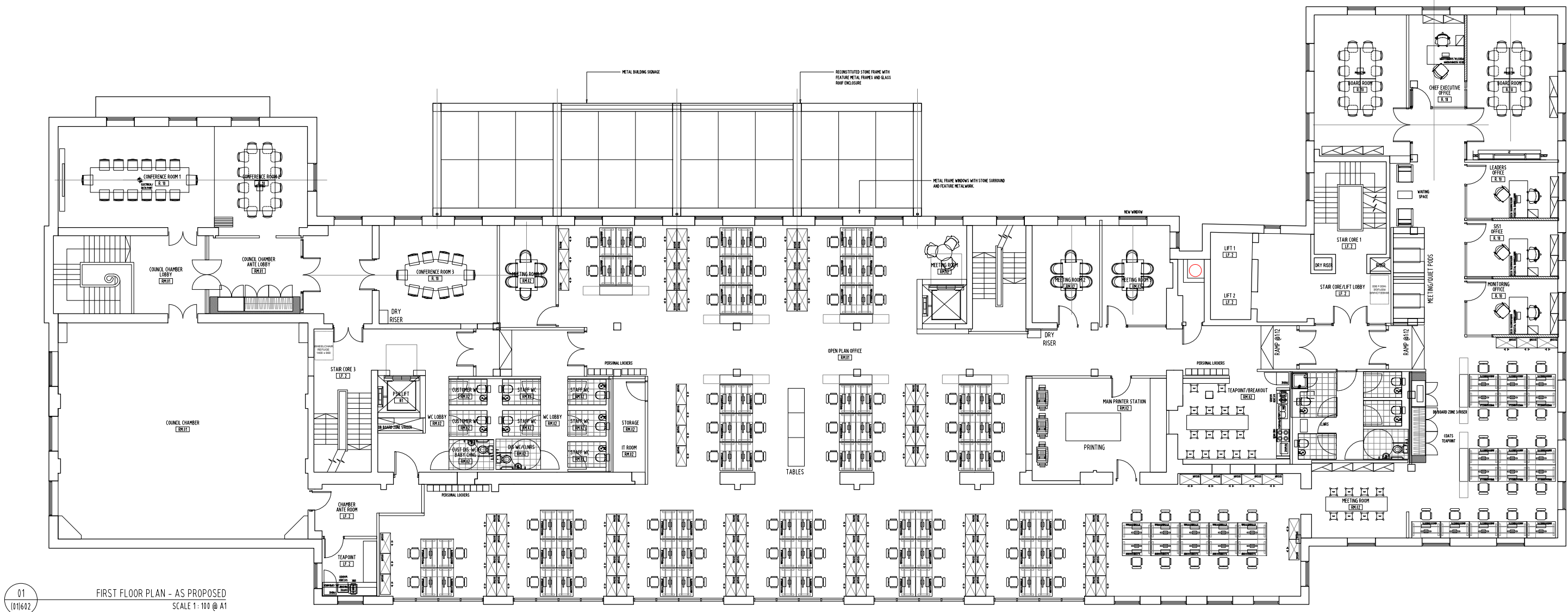
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DICKSON AF

JOB NO.	DWG NO.	REV.
118	(01)601	-



01
(01)602
FIRST FLOOR PLAN - AS PROPOSED
SCALE 1:100 @ A1

OFFICES GENERAL DETAILS:

- OCCUPANCY LEVELS:
- MEANS OF ESCAPE:
 - 1 PERSON/6SQM
 - TOILET PROVISION:
 - 1 PERSON/ 10SQM (BS6465:1-2006)

- OFFICE FITOUT:
- ALLOCATED DESK PROVISION (X95)
 - DESK SIZE: (1400MMX80MM)

- STORAGE:
- 104 TAMBOUR CUPBOARDS
 - 8 END CAP STORAGE CUPBOARDS
 - 24 (X6 COMPARTMENT) PERSONAL LOCKERS

- MEETING/BOARD ROOMS:
- 3NO. 6 PERSON MEETING ROOMS
 - 2NO. 12 PERSON BOARDROOM
 - 1NO. 3 PERSON INFORMAL SPACE
 - 1NO. 8 PERSON INFORMAL SPACE
 - 1NO. 8 PERSON MEETING PODS

- CELLULAR OFFICES:
- 3NO. 1 PERSON OFFICE
 - 1NO. CHIEF EXECUTIVE ROOM.

- WCS' SUPERLOOS:
- (X9) STAFF WC'S
 - (X2) DISABLED WC'S
 - (X1) SHOWER/CHANGING ROOM
 - CLEANERS DRAIN ADDED TO DIS. WC
 - CAPPED-OFF BRANCHES PROVIDED AT EACH WC CORE FOR FUTURE EXTENSION BY TENANT.

OFFICES SPECIFICATION:

- FLOORS – PROPRIETY RAISED 'MICRO RAISED ACCESS FLOORING SYSTEM
- WALLS – INSULATED PLASTERBOARD TO MEET PART L – NEW STUD WALLS TO MEET NR35
- CEILING – NEW PLASTERBOARD COFFERED CEILINGS WITH METAL PLANK CEILING TO MAIN CIRCULATION SPINES. BULKHEADS TO CONTAIN INTEGRAL INTERNAL ACOUSTIC SEPARATION TO ENABLE FUTURE CELLULARISATION WITHOUT CEILING DISRUPTION.
- LIGHTING –SUSPENDED LINEAR LED LIGHTING AND RECESSED LED SPOTLIGHTS TO CIRCULATION SPINES

TO COMPLY WITH THE DESIGN INTENT OF CIBSE LIGHTING GUIDE LG7.

CHAMBER/CONF SPECIFICATION:

- FLOORS – EXISTING SUBSTRUCTURE . NEW FINISHES
- WALLS – INSULATED PLASTERBOARD TO MEET PART L – NEW STUD WALLS TO MEET NR35
- CEILING – NEW PLASTERBOARD COFFERED CEILINGS
- LIGHTING –SUSPENDED LINEAR LED LIGHTING AND RECESSED LED SPOTLIGHTS TO CIRCULATION SPINES TO COMPLY WITH THE DESIGN INTENT OF CIBSE LIGHTING GUIDE LG7.

WCS' SUPERLOOS:

- (X2) CUSTOMER WC'S
- (X1) DISABLED WC'S
- (X1) CLEANERS DRAIN ADDED TO DIS. WC

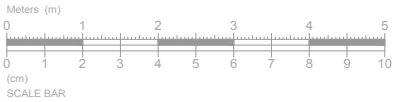
LIFT:

- (X2) CUSTOMER WC'S
- (X1) DISABLED WC'S
- (X1) CLEANERS DRAIN ADDED TO DIS. WC

COMMERCIAL AREA SCHEDULE																						
ACTIVITY	POLICE	CONTACT CENTRE	CBS OFFICE	MIND	LIBRARY BOH/PRINT	CBS OFFICE	LIBRARY FOH	JCP FOH	MEETING ROOMS (X6)	COMMUNITY FOYER	INCUBATION HUB	REGISTRAR OFFICE	OFFICE/ MEETING	CONFERENCE ROOM 1	CONFERENCE ROOM 2	CONFERENCE ROOM 3	COUNCIL CHAMBER/ MEZZ	OPEN PLAN OFFICE/ BREAKOUT	MEETING ROOM 1	MEETING ROOM 2	MEETING ROOM 3	CELLULAR OFFICE (X3)
G.I.A. (m²)	375 m²	85 m²	55 m²	55 m²	20 m²	20 m²	285 m²	105 m²	50 m²	165 m²	120 m²	15 m²	16 m²	35 m²	20 m²	25 m²	145 m²	570 m²	12 m²	15 M²	15 M²	10 M²
G.I.A. (sq. ft)	4035 sq. ft	910 sq. ft	590 sq. ft	590 sq. ft	215 sq. ft	215 sq. ft	3065 sq. ft	1130 sq. ft	535 sq. ft	1770 sq. ft	1290 sq. ft	160 sq. ft	170 sq. ft	375 sq. ft	215 sq. ft	265 sq. ft	1560 sq. ft	6135 sq. ft	125 sq. ft	160 sq. ft	160 sq. ft	105 sq. ft

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- 16.09.2016 DRAFT ISSUE FOR COMMENT.

REV | ISSUE DATE | REVISION NOTES

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FEASIBILITY

STATUS

Dickson Architects Limited
4 Colony Mews
Islington
London
N1 4RB

T: 074 7757 1209
E: dicksonarchitects@outlook.com
W: www.dicksonarchitects.co.uk

CLIENT

Brentwood Council

PROJECT

Brentwood Town Hall
Redevelopment

DRAWING TITLE

General Arrangement
Proposed:
First Floor Plan

SCALE

1:100 @ A1 1:200 @ A3

DATE

August 2016

JOB NO.

118

DWG NO.

(01)602

REV.

-



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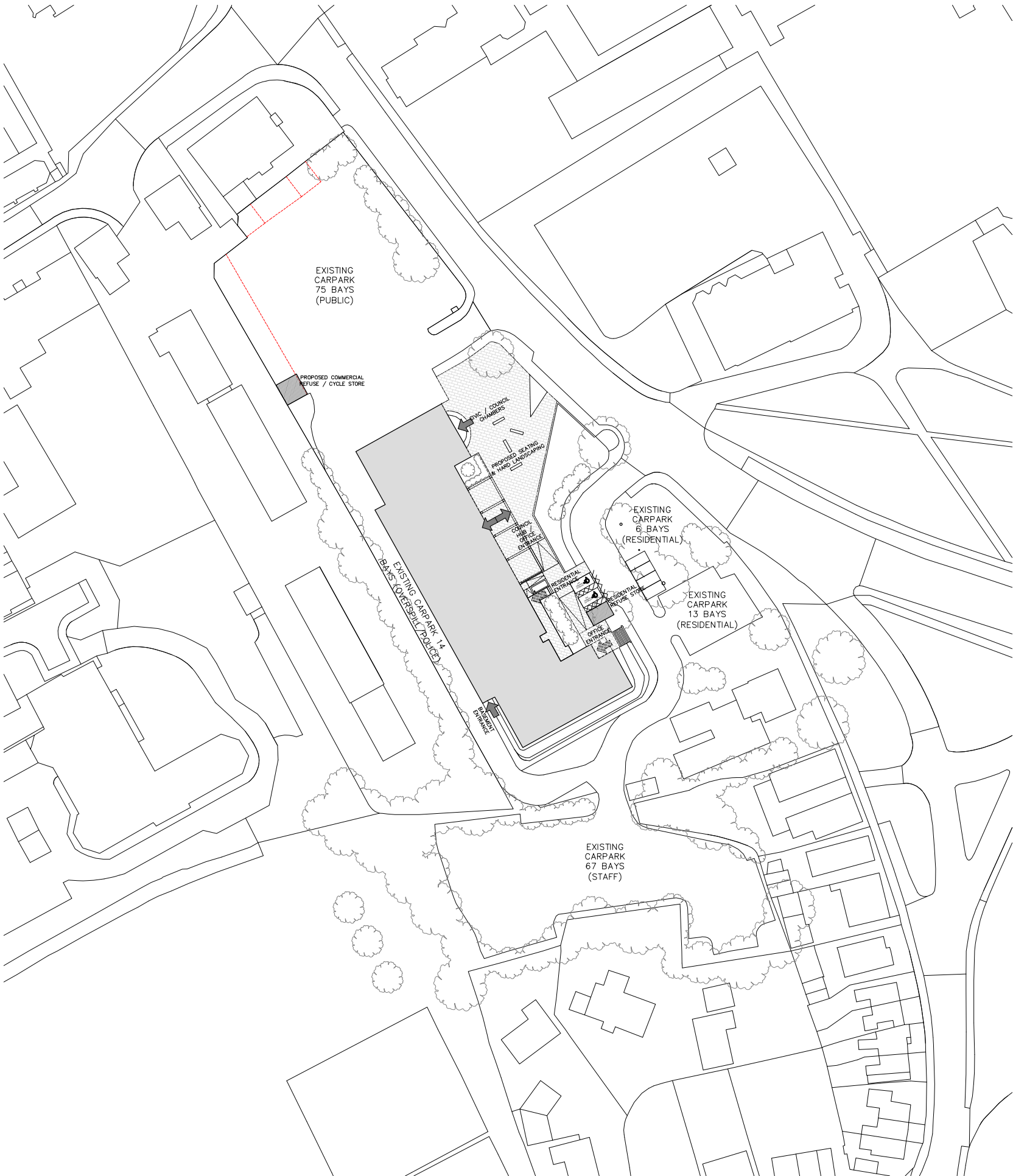
Appendix D Detailed Options Appraisal

The below options appraisal provides an overview of the common benefits and dis-benefits of the options as well as the specific benefits and dis-benefits of each option.

Option	Description	Strategic Case	Economic Case	Commercial Case	Financial Case	Management Case
Included within both Options 1 & 2	<p>Total remodelling of the Town Hall with fully open plan layout</p> <p>Lower Ground – Police</p> <p>Ground Floor – Council frontline and Hub</p> <p>First Floor – Council back office and civic centre</p>	<p>Supports Vision for Brentwood 2016-19:</p> <ul style="list-style-type: none"> • Delivery of the Town Hall project • Delivery of a community hub • Maximising Council assets • Ensure community benefit <p>Supports:</p> <ul style="list-style-type: none"> • Asset Strategy • New Ways of Working • ICT Strategy • Customer Access Strategy <p>Supports Essex Police's aim to reduce their estate portfolio</p>	<p>Enables the Council and others to operate from a central, town centre location to feed into the local economy</p> <p>Stimulates economic growth at the sites vacated by Hub partners and by developing an office in close proximity to the Town Centre</p>	<p>Provides a modern, economic civic office building</p> <p>Retains the Town Hall as an iconic feature within the Borough</p> <p>Improves the overall utilisation of office space within the Town Hall</p> <p>Maximises revenue streams</p> <p>Creates a single point of entry for our shared customers</p> <p>Improves the customer experience</p> <p>Increases service promotion and</p>	<p>Reduces running costs</p> <p>Supports the Council, Police, Mind, CVS and JCP to reduce running costs</p> <p>Enables partners to deliver more for less</p> <p>Provides savings and efficiencies through better asset utilisation across all Hub partners</p> <p>Provides a regular income for the Council and assists the authority to become self-sufficient</p>	<p>Reduces repairs and emergency maintenance</p> <p>Provides opportunity for planned maintenance</p> <p>Supports new ways of working</p> <p>Brings government agencies together</p> <p>Fosters improved integration of similar services and a joined up approach to service delivery</p>

Option	Description	Strategic Case	Economic Case	Commercial Case	Financial Case	Management Case
		<p>Supports DWP's ambition to reduce its estate and expanding co-location with LAs</p> <p>Secures tenure</p> <p>In line with the Cabinet Office/LGA One Public Estate Programme</p> <p>In line with ECC programme seeking to establish community hubs</p>		<p>opportunity</p> <p>Creates capital receipts for Hub partners</p> <p>Will assist with channel migration</p>		
Specific to Option 1	Second Floor and Third Floor – Residential	<p>Assists Council meeting its strategic housing targets</p> <p>Enables the Council to help broaden the range of housing in the Borough to meet the needs of our population now and in the future</p>	Supports the local economy through the development of housing close to the Town Centre	<p>Provides opportunities for housing and job creation</p> <p>Supports the delivery of housing provision, as outlined in the Draft Local Development Plan</p>	Provides sustainable revenue and assists the authority to become self-sufficient	Would require residential property management/agent
Specific to Option 2	Second Floor and Third Floor – Commercial	Promotes a mixed economy, maximising	Supports economic growth and sustainable	Provides opportunities for job creation	Provides revenue and will assist the authority to	Would require commercial property

Option	Description	Strategic Case	Economic Case	Commercial Case	Financial Case	Management Case
		focusing on both retail and other commercial opportunities	development Develops conditions for job creation and for helping people back into work		become self-sufficient	management/agent
Option 3	Do Nothing	Does not support the strategic, economic, commercial, financial or management business case and is therefore not justifiable to continue as an option and should not be considered.				
Further Consideration						
Potential consideration		Description		Benefits/Dis-benefits		
Incubation Hub		Dependent on the final layout plans and the groups involved, who will join and work from the Hub will impact on the space requirement and availability. If the space allows, consideration to the development of an enterprise incubation hub could be considered. This would need to be worked up but could form a short term tenancy for startup businesses with minimal infrastructure or development.		Supports economic growth Provides opportunities for job creation. Supports local economy. Would be very much dependent upon the space available. Would limit the availability of space for other organisations to join the hub		



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- ADDITIONAL PARKING ALLOCATED FOR RESIDENTIAL. TO BE LOCATED AROUND EXISTING TREES. TO BE REVIEWED ONCE MEASURED SURVEY IS AVAILABLE TO DETERMINE VIABILITY.
- CARPARKING NUMBERS MAY BE REDUCED FOLLOWING REVIEW OF MEASURED SURVEY AGAINST SPACE STANDARDS FOR CARPARKING.
- FLEXIBLE CARPARKING STRATEGY TO BE DEVELOPED WITH HIGHWAYS CONSULTANT FOR PLANNING SUBMISSION.
- EXISTING ASPHALT TO BE RETAINED AND MADE GOOD AS REQUIRED. NEW WHITE LINES TO DEMARCAT PARKING BAYS.
- EXISTING SINGLE STOREY GARAGES TO BE DEMOLISHED.
- HARD/SOFT LANDSCAPING TO BE DEVELOPED WITH LANDSCAPE ARCHITECT. LEVELS TO BE DEVELOPED TO ENABLE LEVEL ENTRY THRESHOLD.

SCHEDULE OF AREAS		
ACTIVITY.	G.I.A. (m²)	G.I.A. (sq. ft)
HUB / OFFICE	1980 m²	21312 sq. ft
OFFICE CORE	475 m²	5112 sq. ft
CIVIC / RECEPTION	284 m²	3057 sq. ft
CHAMBERS	182 m²	1959 sq. ft
RESIDENTIAL	1563 m²	16824 sq. ft
RESIDENTIAL CORE	348 m²	3745 sq. ft
TOTAL AREA	m²	sq. ft

CARPARKING PROVISIONS (RESIDENTIAL):	
COUNCIL HUB / OFFICE (1:30 RATIO)	82 BAYS
RESIDENTIAL (1:1 RATIO)	19 BAYS
BASEMENT	20 BAYS
TOTAL	121 BAYS
ONSITE PARKING BAYS	175 BAYS (inc. DISABLED BAYS)

CARPARKING PROVISIONS (COMMERCIAL):	
COUNCIL HUB / OFFICE (1:30 RATIO)	82 BAYS
COMMERCIAL (1:30 RATIO)	52 BAYS
BASEMENT	20 BAYS
TOTAL	154 BAYS
ONSITE PARKING BAYS	175 BAYS (inc. DISABLED BAYS)

16.09.2016
DRAFT ISSUE FOR COMMENT.

REV
ISSUE DATE
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DICKSON ARCHITECTS

Dickson Architects Limited
Neill House
Studio 301
1 Westgate Street
London E8 3RL

T: 07817 864 470
E: mail@dicksonarchitects.co.uk
W: www.dicksonarchitects.co.uk

FEASIBILITY

STATUS

CLIENT
Brentwood Borough Council

PROJECT
Brentwood Town Hall
Redevelopment

DRAWING TITLE
General Arrangement
Proposed Site Plan

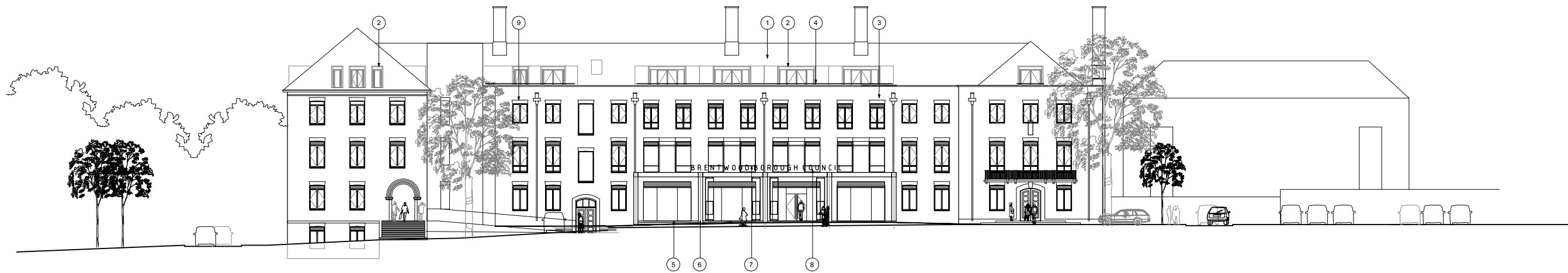
SCALE
1:500 @ A1

DATE
August 2016

JOB NO.
118

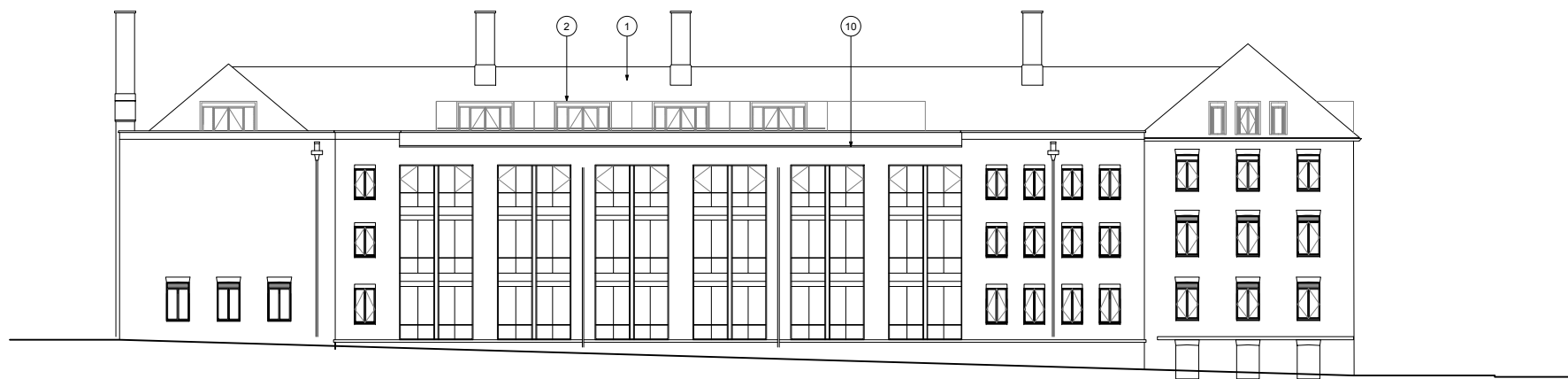
DWG NO.
(01)500

REV.
-



01
(01/700)

EAST ELEVATION - AS PROPOSED
SCALE 1:100 @ A1



02
(01/700)

WEST ELEVATION - AS PROPOSED
SCALE 1:100 @ A1

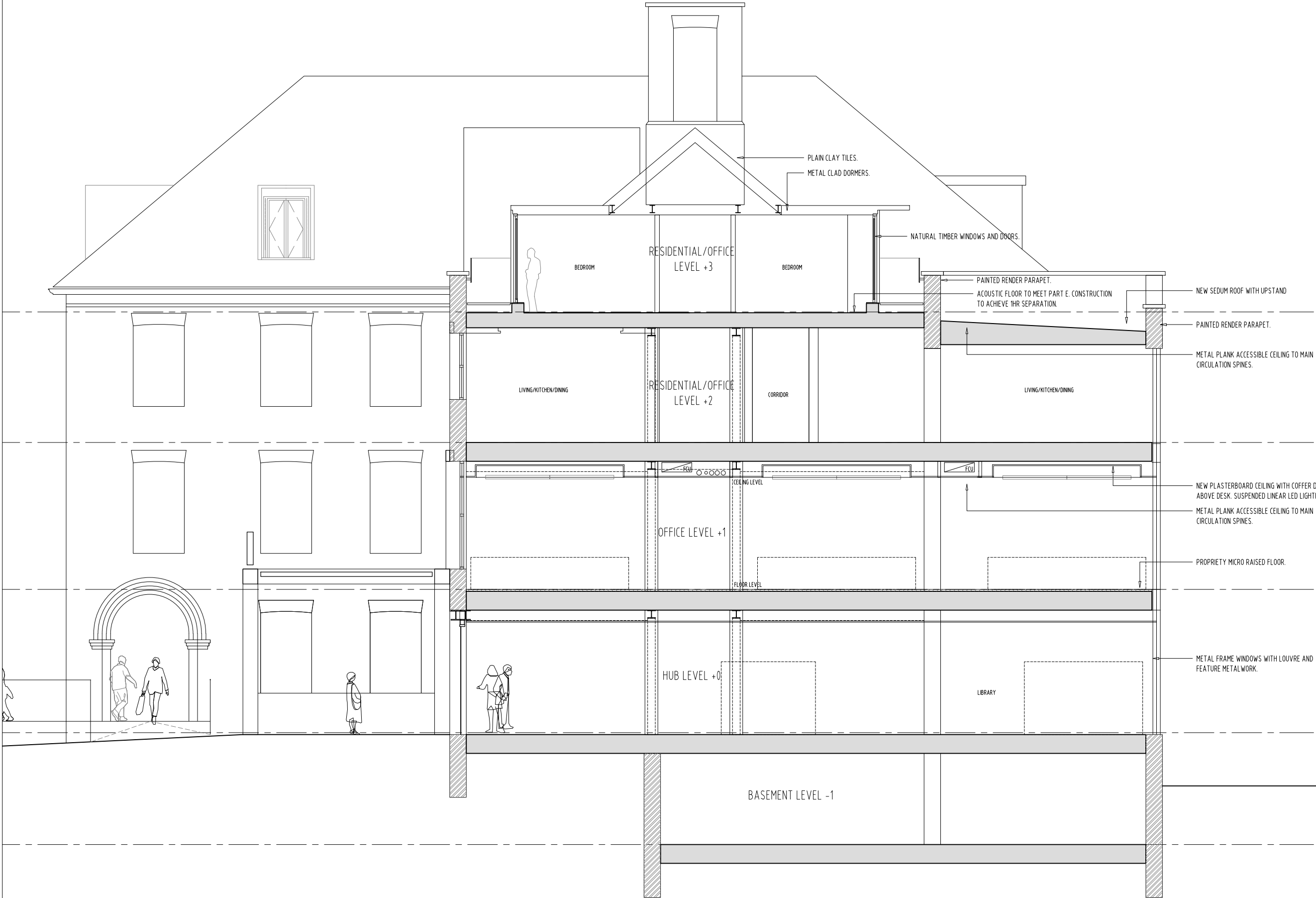


03
(01/700)

SOUTH ELEVATION - AS PROPOSED
SCALE 1:100 @ A1

- 11 PLAIN CLAY TILES
(2) METAL CLAD DORMERS
(3) NATURAL TIMBER WINDOWS AND DOORS
(4) PAINTED METAL BALCONIES AND/OR RAILINGS
(5) RECONSTITUTED STONE FRAME WITH FEATURE METAL FRAMES AND GLASS ROOF ENCLOSURE
(6) METAL FRAMED GLASS SHOPFRONTS WITH LOUVRES
(7) METAL FRAMED GLASS WINDOWS WITH STREET SURROUND AND FEATURE METALWORK
(8) METAL BUILDING SIGNAGE
(9) NEW WINDOWS
(10) PAINTED RENDER WALLS WITH NEW PARAPET UPSTAND

<p>16.09.2016 DRAFT ISSUE FOR COMMENT.</p> <table><tr><th>REV</th><th>ISSUE DATE</th><th>REVISION NOTES</th></tr><tr><td> </td><td> </td><td> </td></tr></table>		REV	ISSUE DATE	REVISION NOTES				<p>FEASIBILITY</p>	<p>Dickson Architects Limited 4 Colony Mews Islington London N1 4RB</p> <p>T: 074 7757 1209 E: dicksonarchitects@outlook.com W: www.dicksonarchitects.co.uk</p>	<p>CLIENT Brentwood Council</p>
REV	ISSUE DATE	REVISION NOTES								
<p>GENERAL NOTES</p> <p>Do not scale. All written dimensions must be checked on site before work commences on site or in shop. Figured dimensions take preference over those scaled. Discrepancies, where identified, must be reported to the Architect immediately.</p> <p>Any areas indicated on this drawing are for guidance purposes only. No responsibility is taken for their accuracy.</p> <p>All work must be carried out in accordance with the Building Regulations and to the satisfaction of the Local Authority.</p>		<p>PROJECT Brentwood Town Hall Redevelopment</p> <p>DRAWING TITLE General Arrangement Proposed: ELEVATIONS</p>	<p>DATE August 2016</p>							
<p>STATUS</p>		<p>SCALE 1:100 @ A1</p>	<p>JOB NO. 118</p>	<p>REV. (01)700</p>						
<p>DICKSON ARCHITECTS</p>		<p>SCALE 1:100 @ A1</p>	<p>JOB NO. 118</p>	<p>REV. (01)700</p>						



16.09.2016 DRAFT ISSUE FOR COMMENT.

GENERAL NOTES
Do not scale. All written dimensions must be checked on site before work commences on site or in shop. Figured dimensions take preference over those scaled. Discrepancies, where identified, must be reported to the Architect immediately.

Any areas indicated on this drawing are for guidance purposes only. No responsibility is taken for their accuracy.

All work must be carried out in accordance with the Building Regulations and to the satisfaction of the Local Authority.

STATUS
FEASIBILITY

Dickson Architects Limited
Neill House
Studio 301, 1 Westgate Street
London
E8 3RL
T: 07817 864 470
E: mail@dicksonarchitects.co.uk
W: www.dicksonarchitects.co.uk



CLIENT
Brentwood Borough Council

PROJECT
**Brentwood Town Hall
Redevelopment**

DRAWING TITLE
**General Arrangement
Proposed Section A-A**

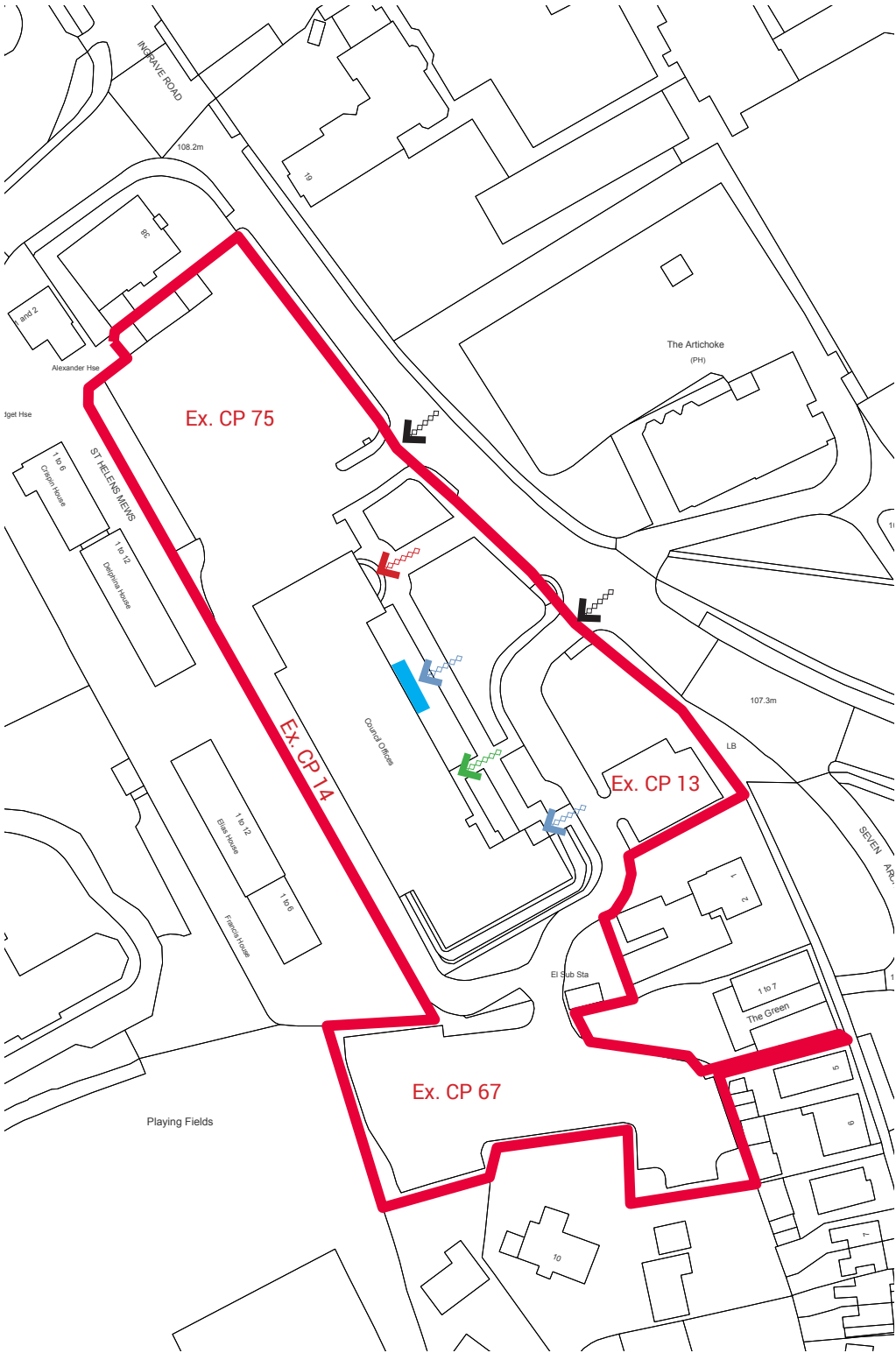
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DATE
August 2016

JOB NO. 118 DWG NO. (01)800 REV. -

01
(01)800

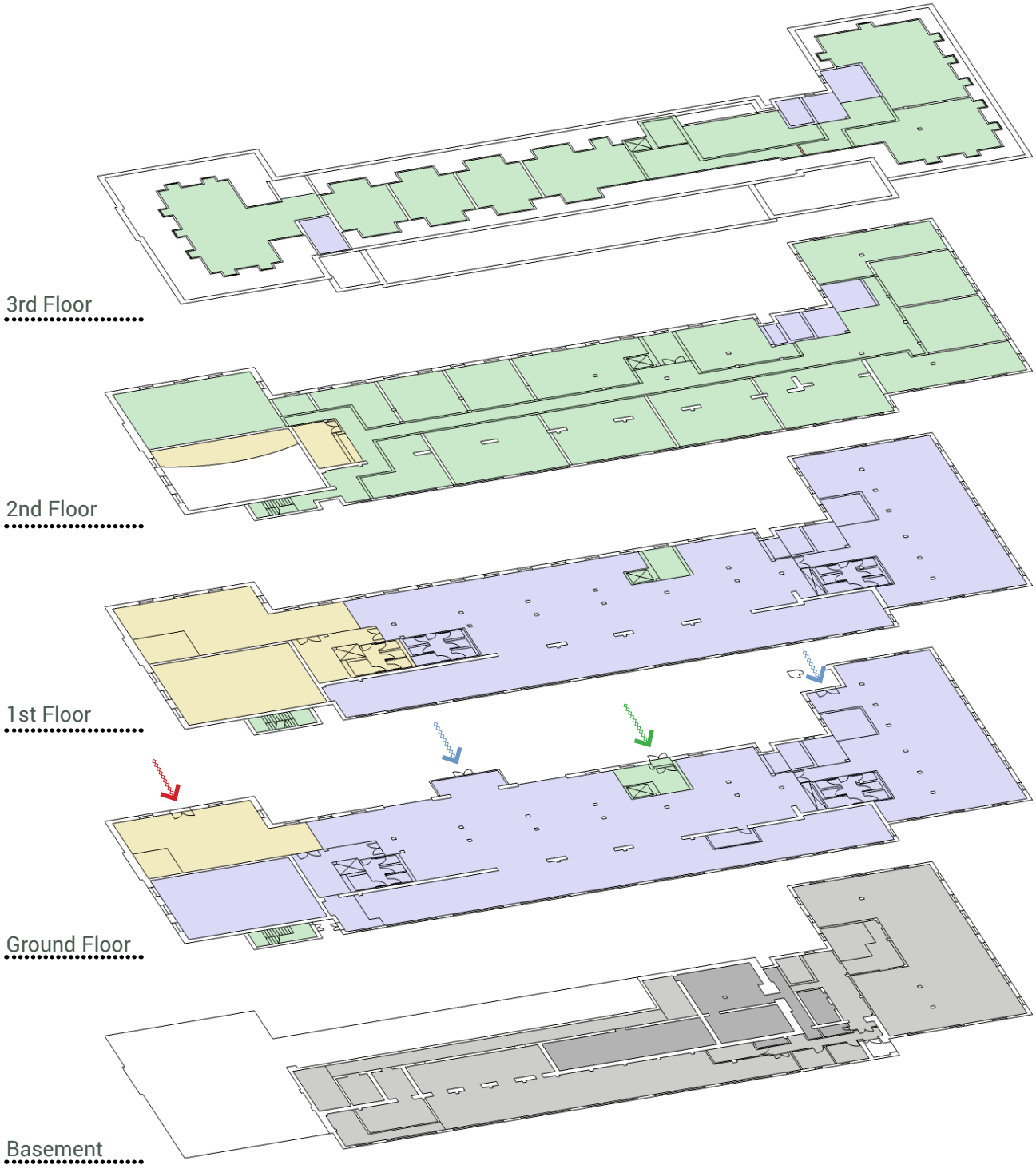
SECTION A-A - AS PROPOSED
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DRAFT OPTION 1 - BRENTWOOD COUNCIL HUB & OFFICE w/ UPPER FLOORS RESIDENTIAL



SITE PLAN

- VEHICULAR ENTRANCE/EXIT
- COUNCIL HUB / OFFICE ENTRANCE
- HUB ENTRANCE
- CIVIC / CHAMBERS ENTRANCE
- RESIDENTIAL ENTRANCE



STACKED PLAN

- COUNCIL HUB / OFFICE
- COUNCIL CHAMBERS / CIVIC RECEPTION
- RESIDENTIAL
- BASEMENT

OPTION 1 - GIA SCHEDULE

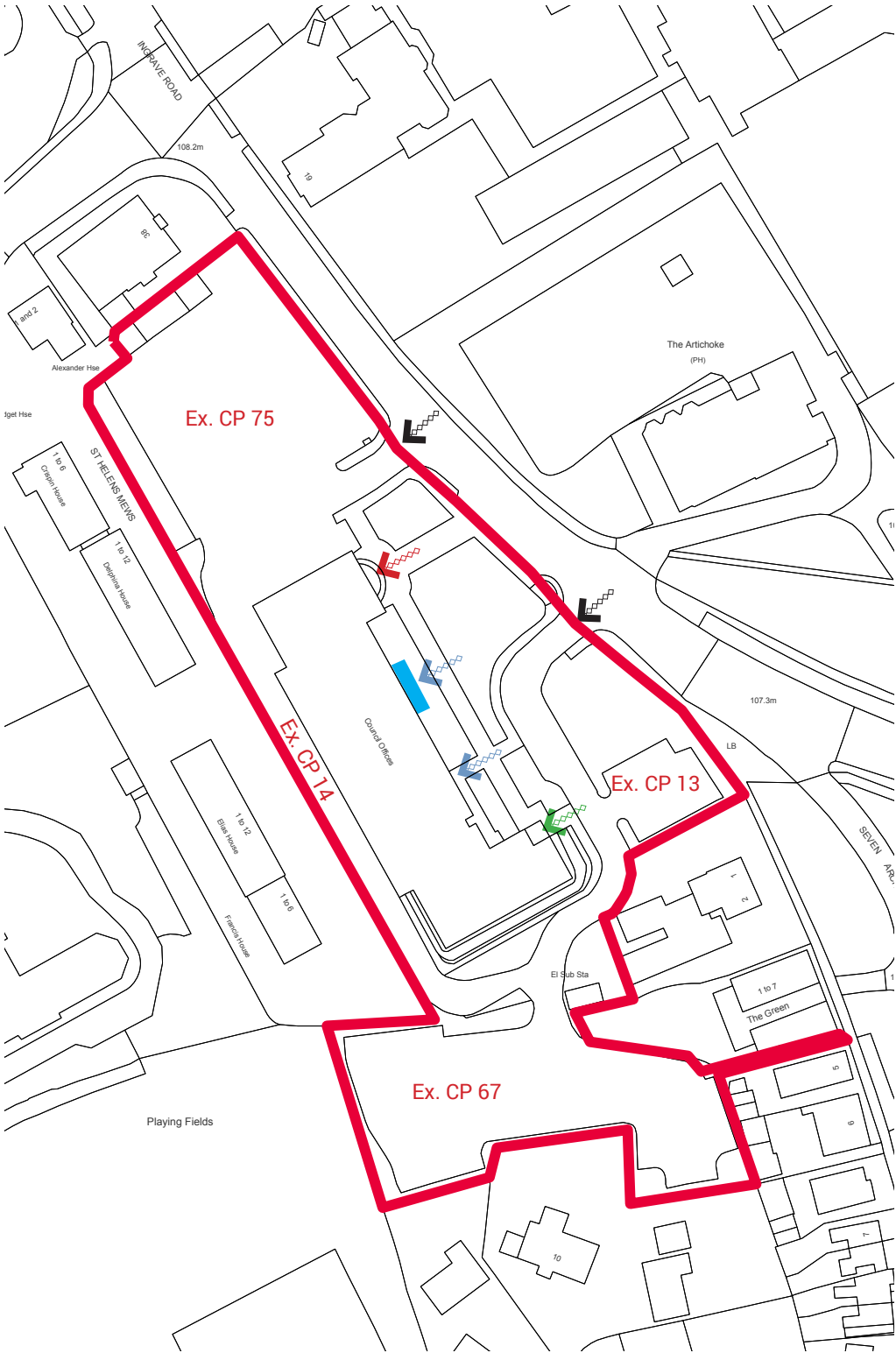
HUB / OFFICE	1980 sq.m (21312 sq.ft)
OFFICE CORE	475 sq.m (5112 sq.ft)
CIVIC / RECEPTION	284 sq.m (3057 sq. ft)
CHAMBERS	182 sq.m (1959 sq.ft)
RESIDENTIAL (19 FLATS)	1563 sq.m (16824 sq. ft)
RESIDENTIAL CORE	348 sq.m (3745 sq. ft)

CARPARKING PROVISIONS:

COUNCIL HUB / OFFICE - (1:30)	82 Bays
RESIDENTIAL - (1:1 FLAT)	19 Bays
BASEMENT PROVISION	20 Bays
TOTAL	121 Bays required
ONSITE CARPARKING BAYS	169 (inc. Dis. Bays)

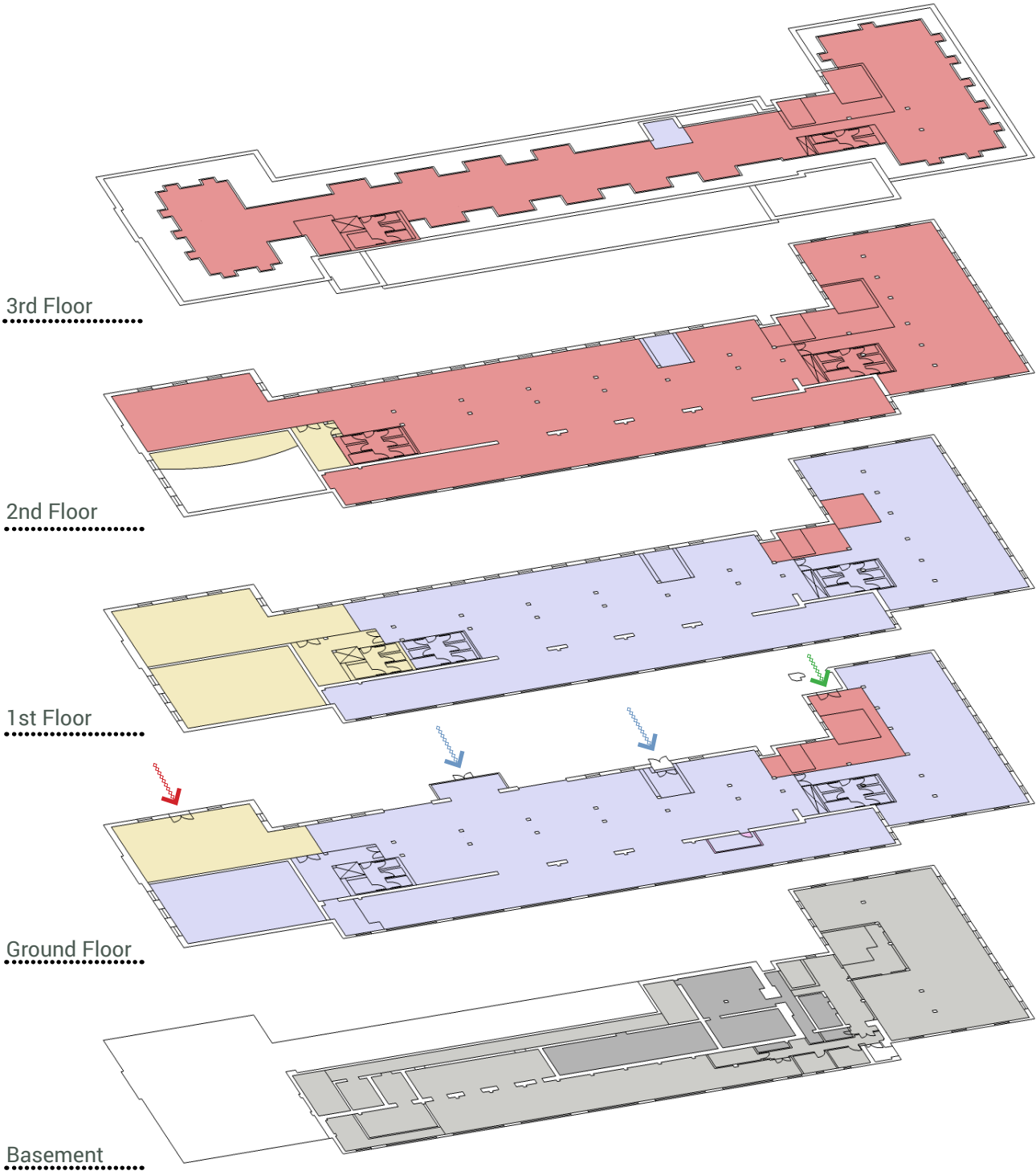
- Notes:
- All GIA areas are based on existing drawings provided by Brentwood Borough Council and are to be reviewed and confirmed following receipt of a full measured survey.
 - Additional fire safety measures may be required due to increased travel distance(s) and change of use. Layout Indicative and to be agreed with Building Control/Fire Engineer in order to comply with BS:9999 or PartB.
 - Additional wc provision may be required to achieve BS:6465. Showers and changing area added in basement.
 - Additional parking provision may be required. Based on following ratio: Residential 1:1. Parking may require removal of trees which may be subject to TPO's. To be agreed with the LPA.

DRAFT OPTION 2 - BRENTWOOD COUNCIL HUB & OFFICE w/ UPPER FLOORS COMMERCIAL



SITE PLAN

- VEHICULAR ENTRANCE/EXIT
- COUNCIL HUB / OFFICE ENTRANCE
- HUB ENTRANCE
- CIVIC / CHAMBERS ENTRANCE
- OFFICE (B1) ENTRANCE



STACKED PLAN

- COUNCIL HUB / OFFICE
- COUNCIL CHAMBERS / CIVIC RECEPTION
- OFFICE (B1)
- BASEMENT

OPTION 2 - GIA SCHEDULE

HUB / OFFICE	1967 sq.m (21173 sq.ft)
OFFICE CORE	356 sq.m (3832 sq.ft)
CIVIC / RECEPTION	284 sq.m (3057 sq. ft)
CHAMBERS	182 sq.m (1959 sq.ft)
OFFICE (B1)	1814 sq.m (19525 sq. ft)
OFFICE CORE	300 sq.m (3229 sq. ft)

CARPARKING PROVISIONS:

COUNCIL HUB / OFFICE - (1:30)	82 Bays
OFFICE (B1) - (1:30)	60 Bays
BASEMENT PROVISION	20 Bays
TOTAL	162 Bays required
ONSITE CARPARKING BAYS	169 (inc. Dis. Bays)

- Notes:
- All GIA areas are based on existing drawings provided by Brentwood Borough Council and are to be reviewed and confirmed following receipt of a full measured survey.
 - Additional fire safety measures may be required due to increased travel distance(s) and change of use. Layout Indicative and to be agreed with Building Control/Fire Engineer in order to comply with BS:9999 or PartB.
 - Additional wc provision may be required to achieve BS:6465. Showers and changing area added in basement.
 - Additional parking provision may be required. Based on following ratio: Residential 1:1. Parking may require removal of trees which may be subject to TPO's. To be agreed with the LPA.

feasibility stage report

Appendix F - Structural Information and Steel Structure Designs



Brentwood Town Hall

Revision	Date	Comment
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A	16/06/16	general update
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table of contents

1. intro

introduction	2
existing building	3
proposed works	6
further studies	18

It is proposed that to improve the working environment and to provide additional bespoke commercial accommodation for council and other employees, extension and refurbishment of the town hall building is to take place.

More open-plan accommodation is to be provided at ground, first and second floor levels whilst additional area is to be gained in the roof space at third floor level.



2. existing building

Brentwood Town Hall is a four-storey plus basement building designed specifically for this purpose.

The structural form to second floor level is one of load bearing masonry, isolated steel beams, columns and concrete floor plates. The exact nature of the floor structure is currently unknown but is expected to be either in situ reinforced concrete or beam and pot or similar.

Above the second floor a traditional timber propped purlin roof has been used in the central part of the building with more open plan steel roof trusses and timber rafters employed in the north and south end wings.

Lateral stability is provided by reinforced concrete shear walls at stair core locations.

Fig. 1: Brentwood Town Hall existing basement architectural floor plan



2. existing building

A more recent two-storey flat roofed extension has been added to the east side with a structural steel frame and concrete floor construction.



Fig. 2: Existing ground floor



Fig. 3: Existing first floor

Some amendment to internal layout has been carried out on ground, first and second floor levels over the years, and a number of walls have been demolished and replaced with isolated steelwork to facilitate a more open plan environment in some locations.

2. existing building



Fig. 4: Existing second floor

The central part of the building at existing third floor level has been fitted out for use by council staff. The north and south end wings are unused except for limited storage.

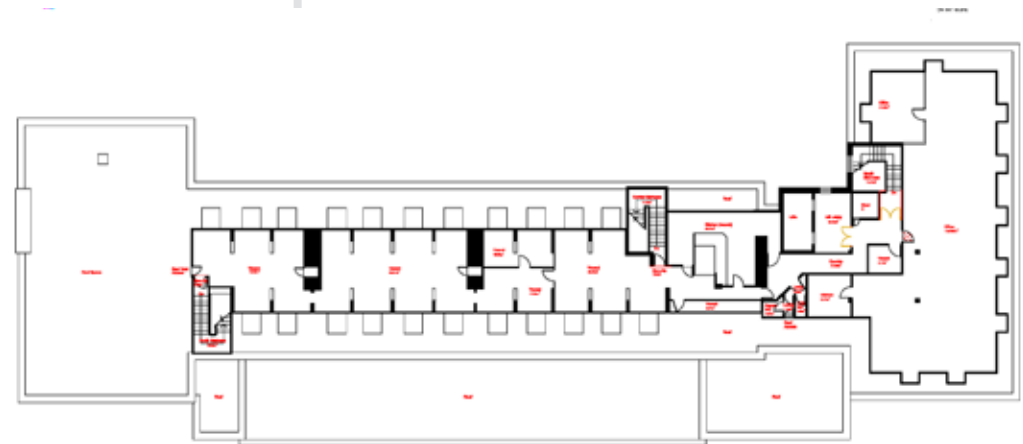
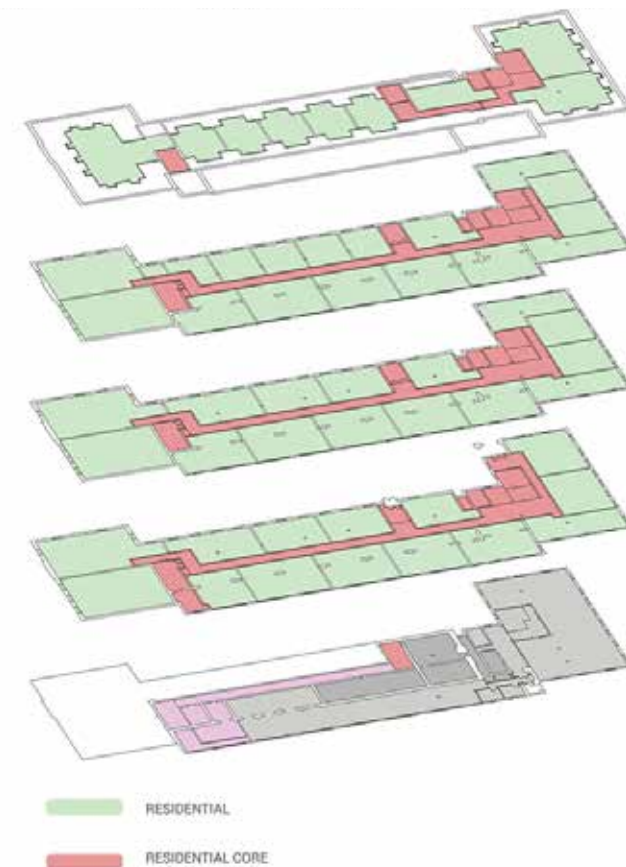


Fig. 5: Existing third floor

3. proposed works

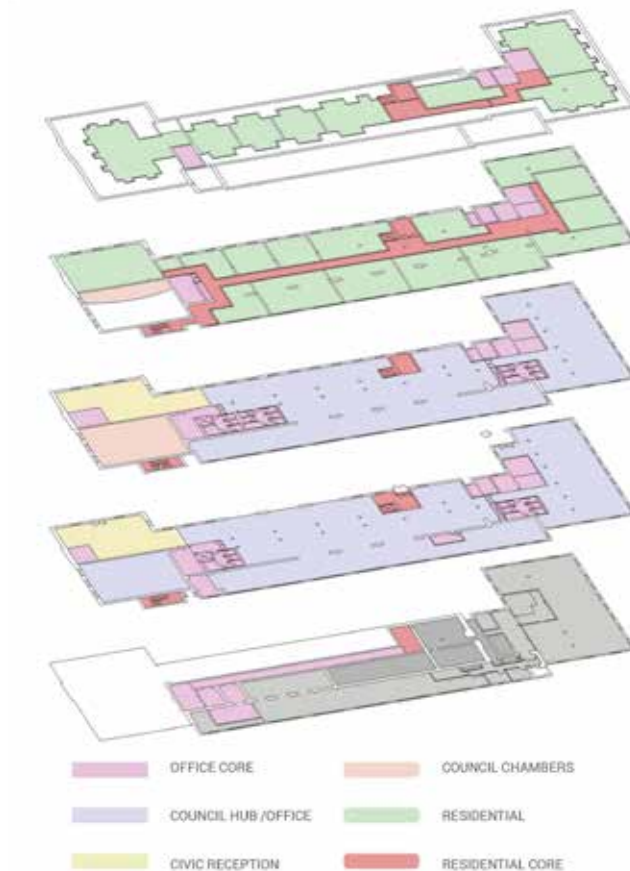
To facilitate the brief at ground, first and second floor levels, the two load-bearing spine walls along the main corridor will be replaced with a series of portal frames that will transfer load from roof and all floors down to the basement spine walls that are to remain. By removal of the walls there should be less load on the primary foundations and therefore no need to carry out remedial works at this level.

The existing roof structure is considered no longer serviceable and will be replaced with a steel frame and timber system that is more conducive to accommodating extended commercial and/or residential use.



STACKED PLAN

3. proposed works



STACKED PLAN - PROGRAMME

It would be possible to include a mansard roof instead of retaining the existing roof scape using a similar steel and timber structural philosophy.

It has been mentioned that consideration of an additional floor might be included between second floor and roof levels. This proposal has not been considered here as it would attract additional complications associated with planning, rights to light, load-bearing capacity of existing structures, robustness / key element design of existing and new structure e.t.c.

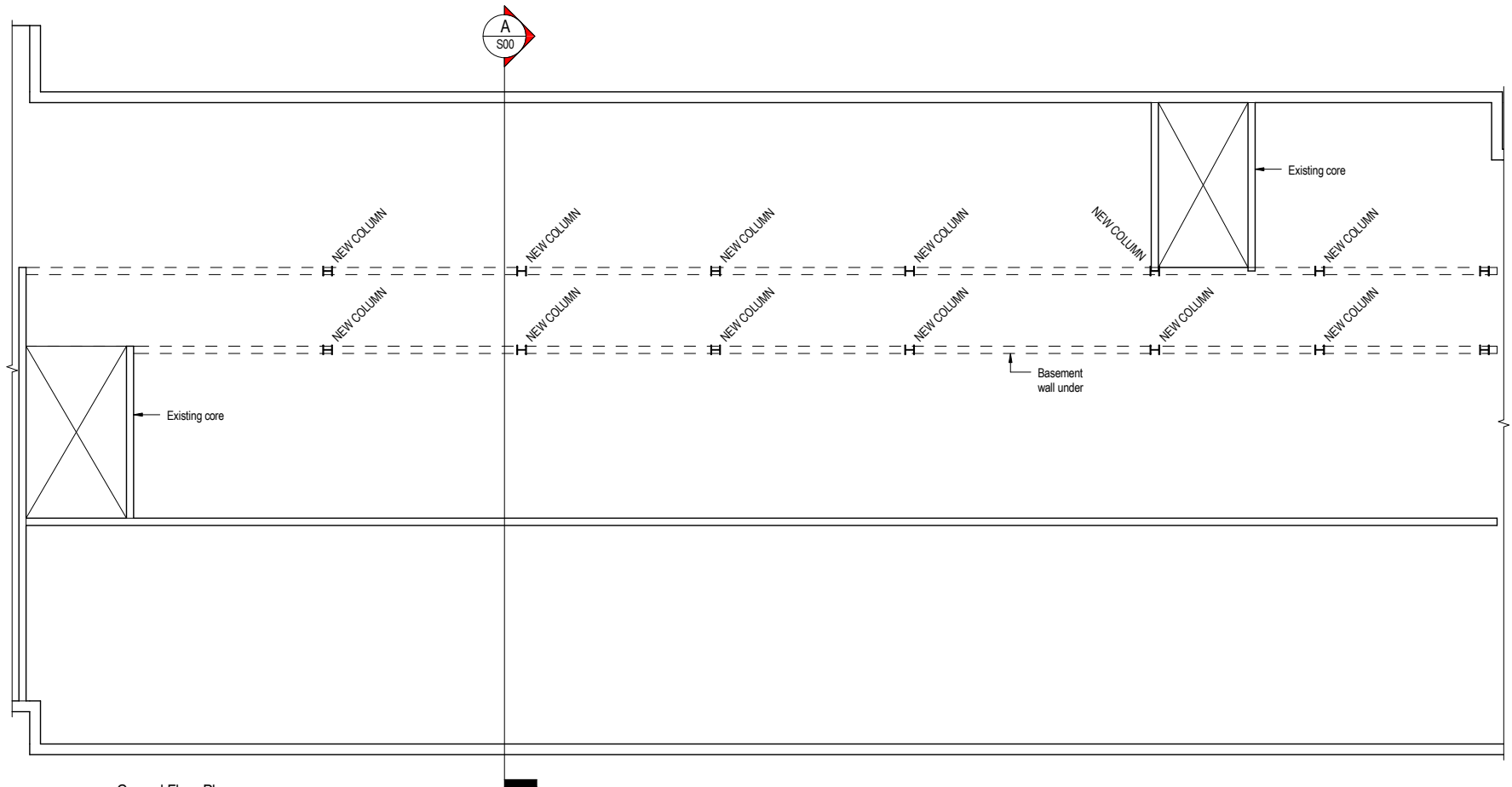
If it is indeed a necessary condition to consider an additional floor, then the significant studies will be required to justify such a requirement.

3. proposed works



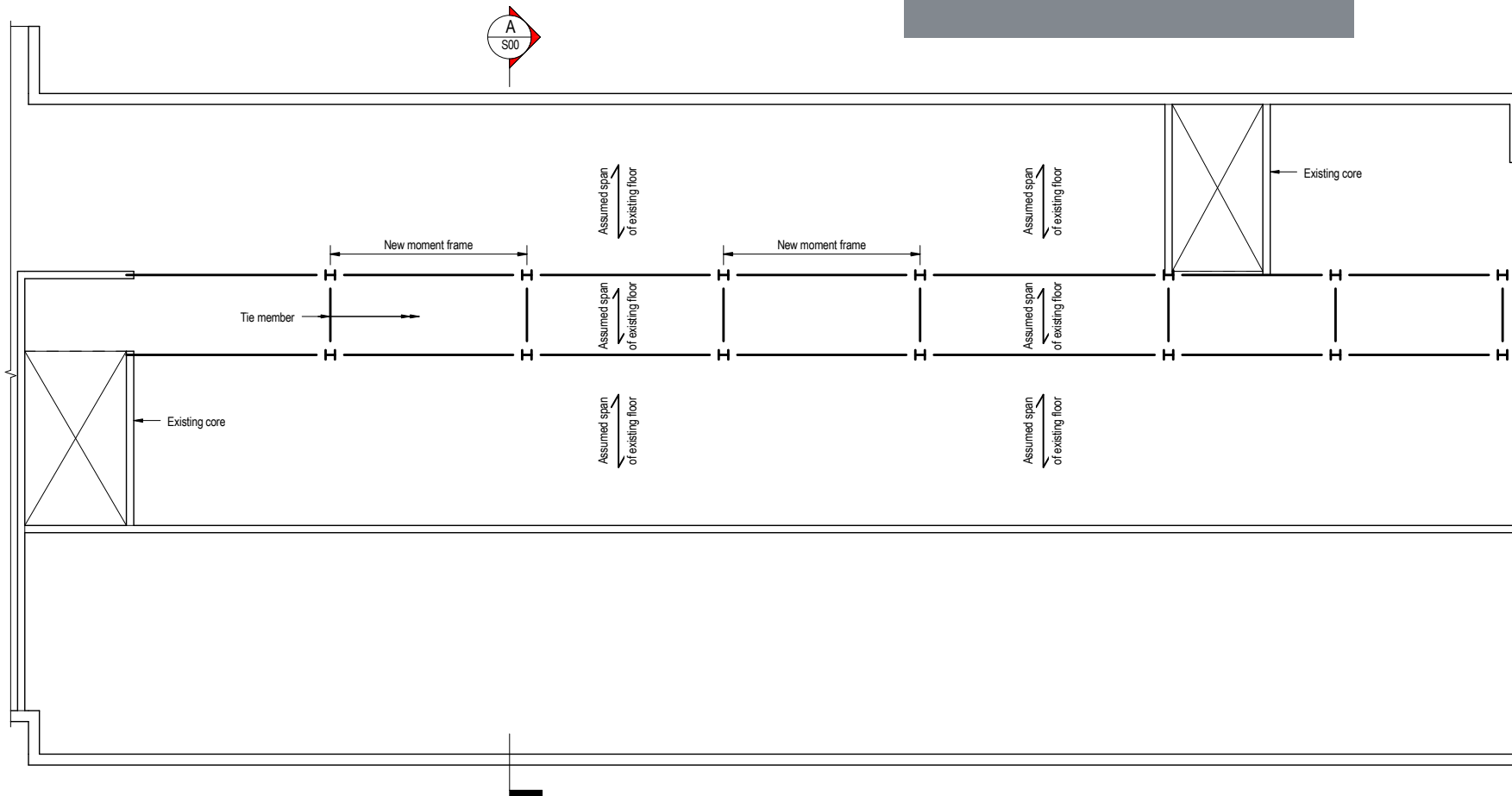
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3. proposed works



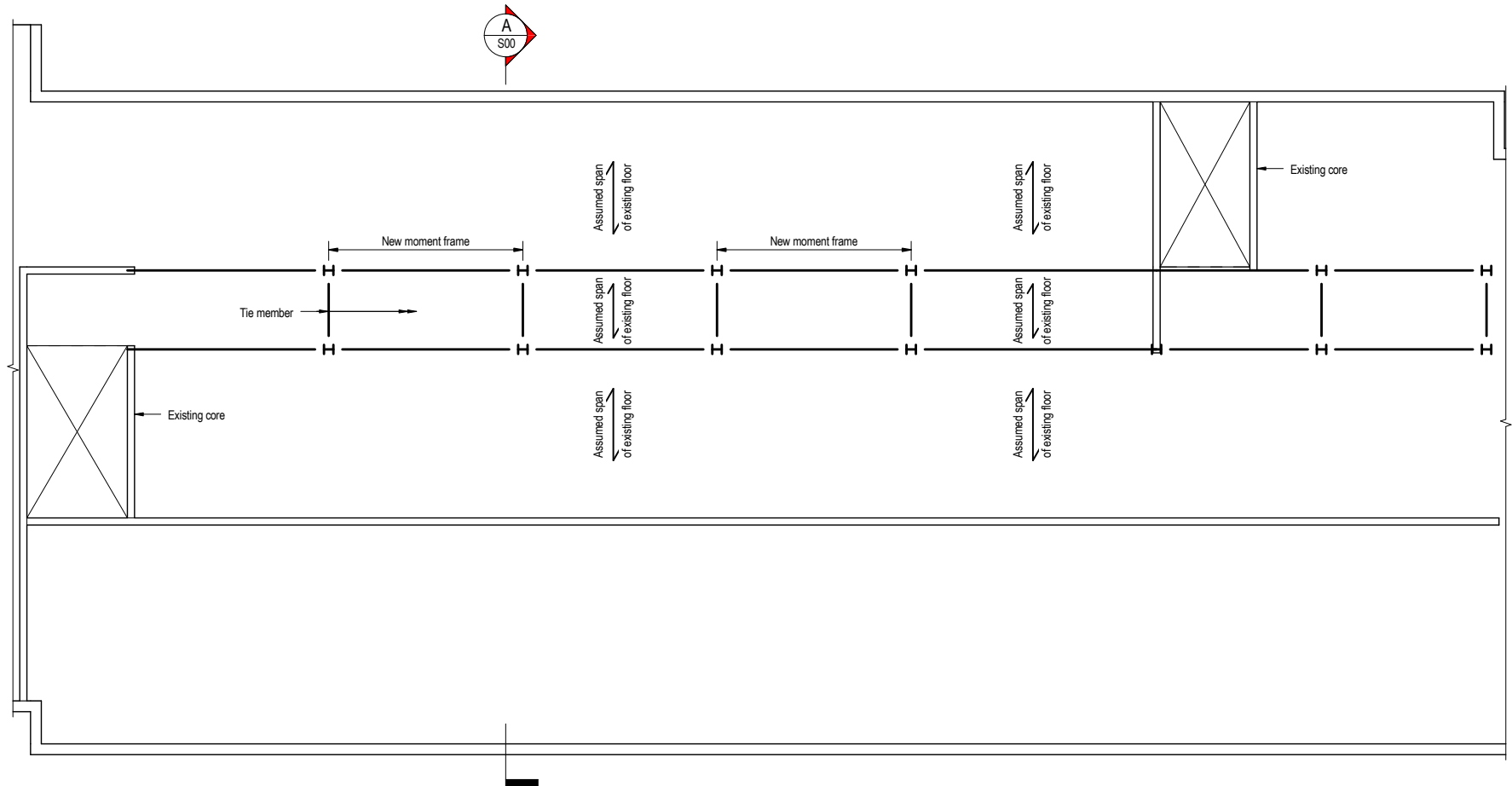
1 Ground Floor Plan
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3. proposed works



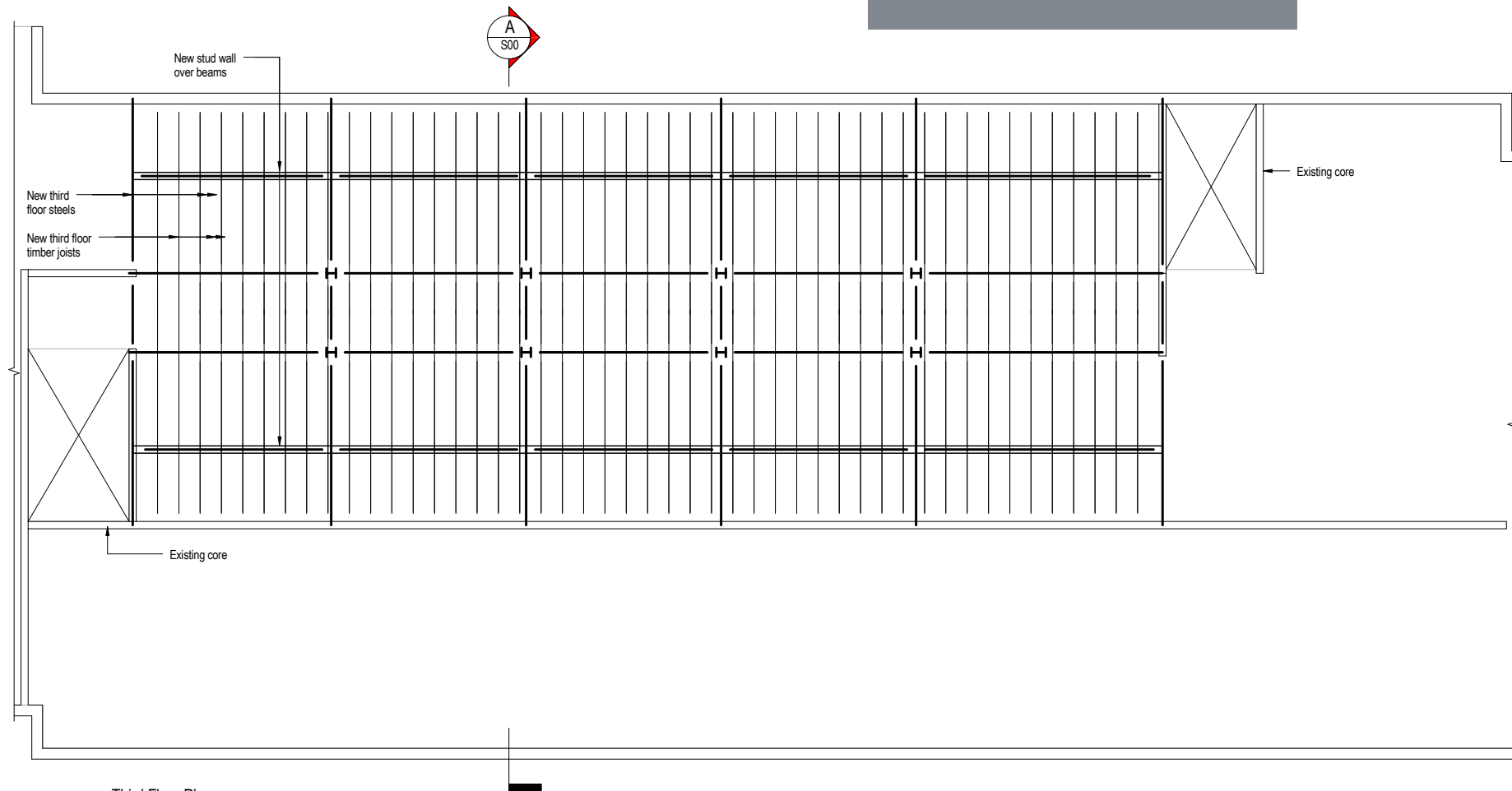
1 First Floor Plan
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3. proposed works



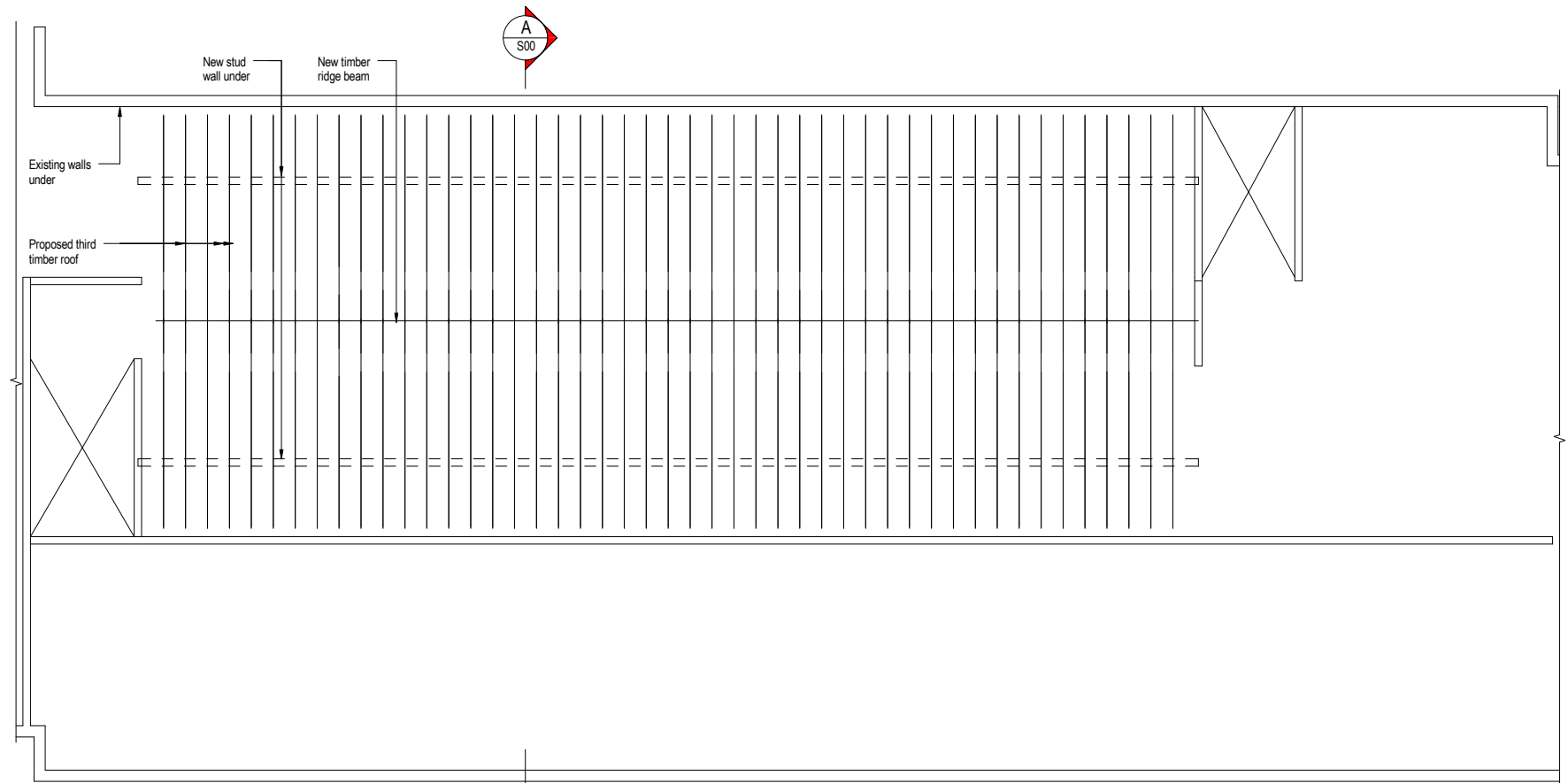
1 Second Floor Plan
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3. proposed works



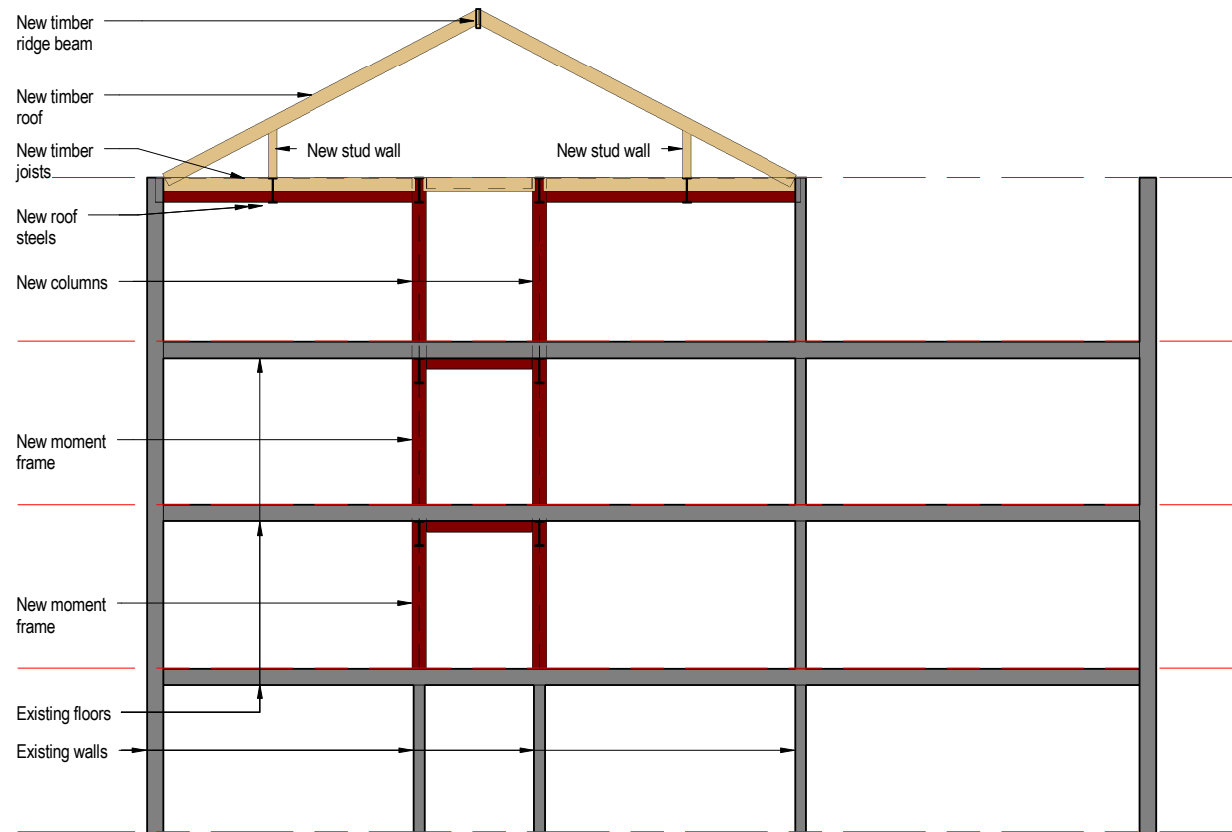
1 Third Floor Plan
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3. proposed works



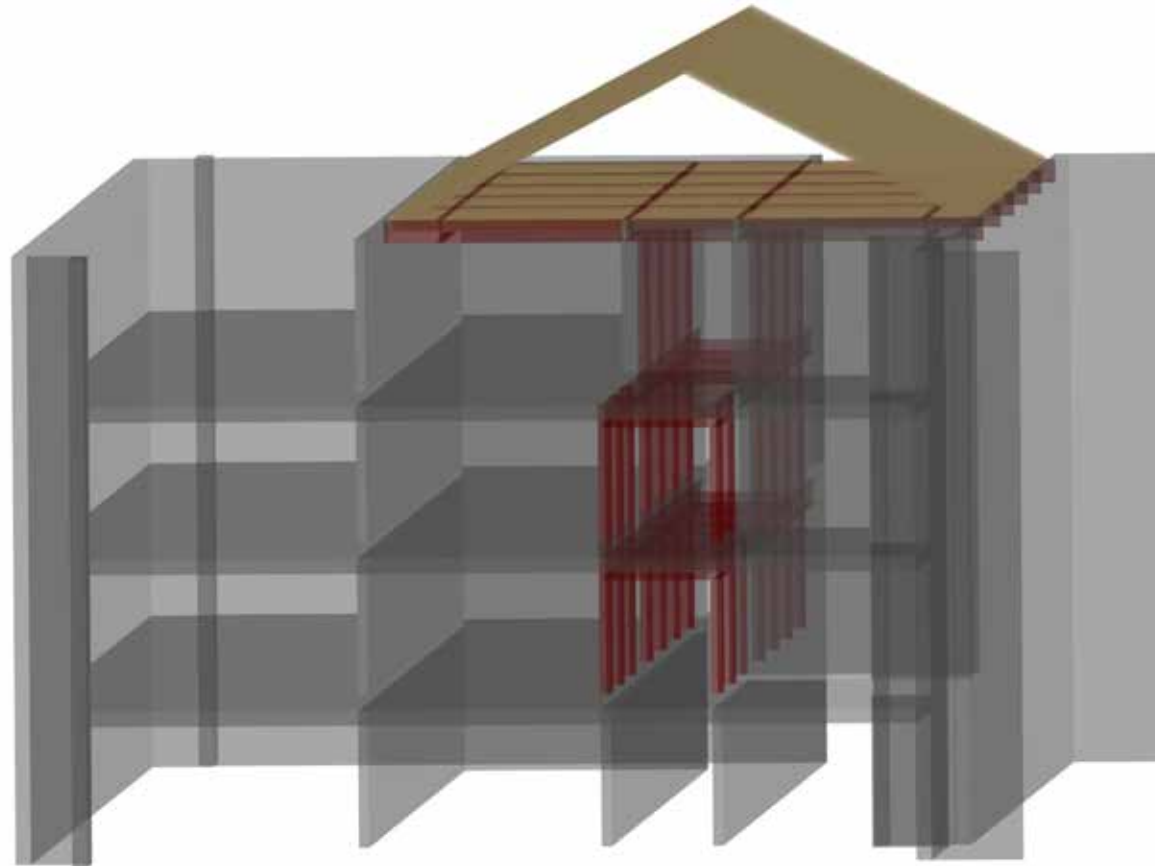
1 Roof Plan
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3. proposed works

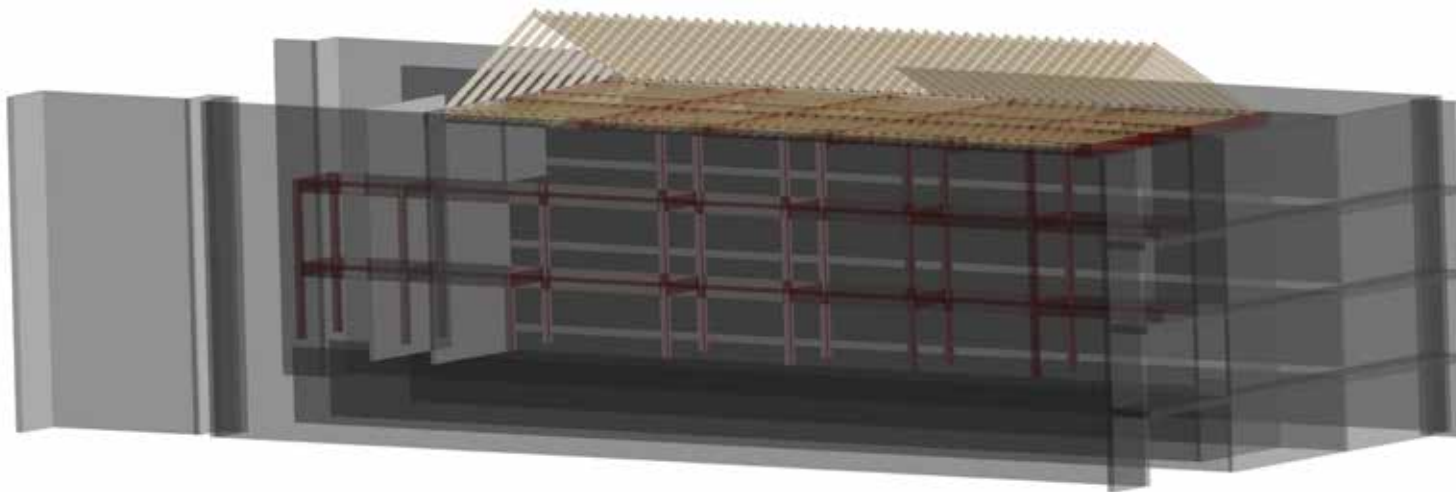


A Section A - A
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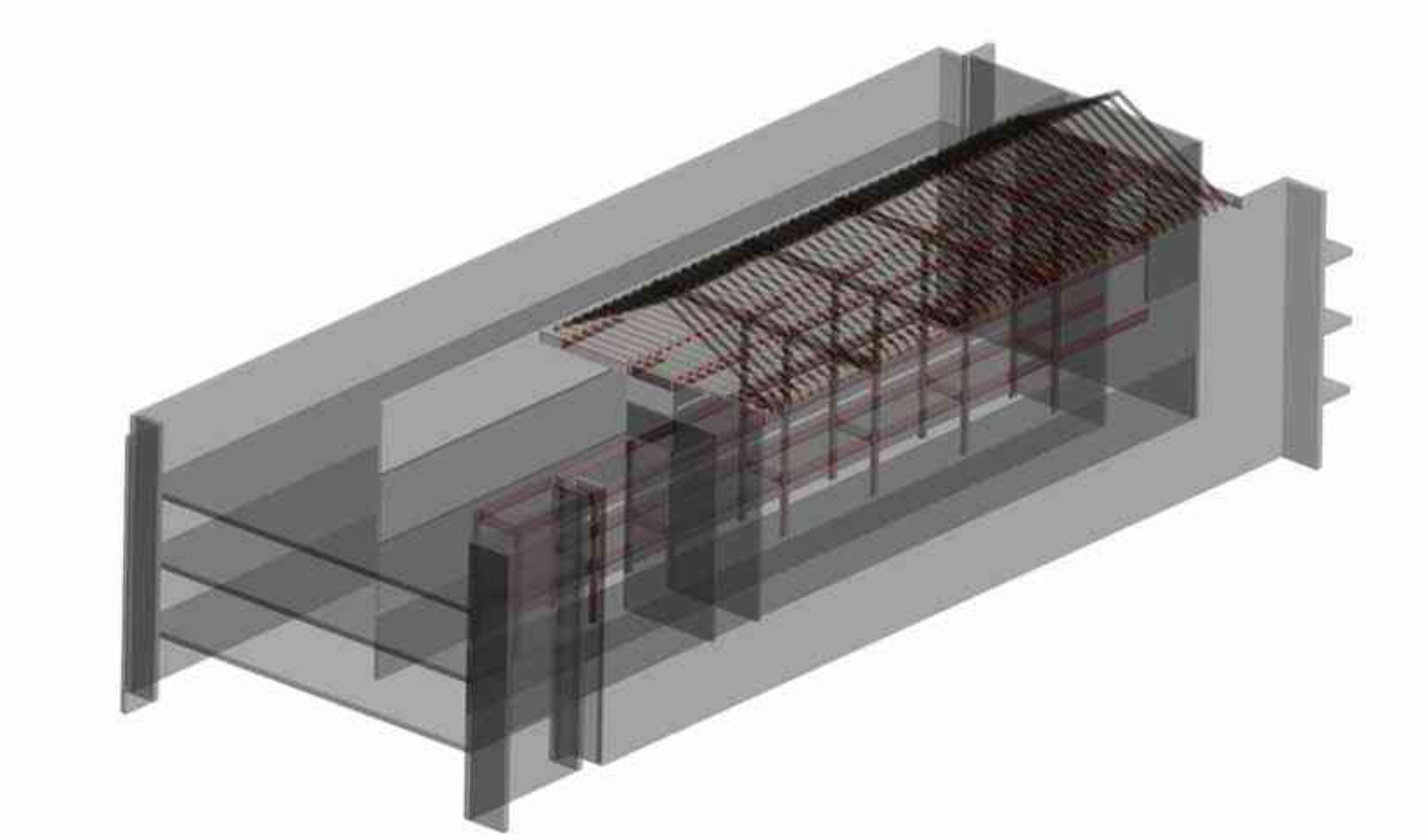
3. proposed works



3. proposed works



3. proposed works



4. further studies

In order that more detailed structural designs can proceed, it will be necessary to carry out a number of additional surveys and studies; these will include:

- Geotechnical investigations
- Opening up works
- Structural survey
- Flood studies
- Below ground statutory services searches
- Below ground drainage CCTU surveys
- Material testing (if necessary)
- Dimensional survey
- Topographical survey

CONCEPTUAL MEP SERVICING STRATEGY

BRENTWOOD TOWN HALL

INGRAVE ROAD, BRENTWOOD, ESSEX CM15 8AY

This report has been conducted by BOCCA Consulting Ltd and has been checked against our Quality Operating Procedures.

Issue: P1

Purpose: Preliminary

Prepared by: Marc Bellamy

Checked by: Marc Bellamy

Date: 20 June 2016

BOCCA
CONSULTING



SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

INTRODUCTION:

At the bequest of messr's Millbridge, BOCCA Consulting have been appointed to conduct both a high level review of the existing Mechanical and Electrical Fixed Building Services to Brentwood Borough Councils (BBC) Town Hall in Brentwood Essex and to prepare a Concept Servicing Strategy based on a number of Development Proposal Options.

It is assumed that in reviewing this document the reader is familiar with the building and has availed themselves and understood the Development Proposal Options prepared by Dickson Architects and

Millbridge. It is further assumed that the reader understands that the Building Services currently operating BBC facility within the Town Hall have reached the end of their useable life.

BOCCA Consulting are a local Building Services Consultancy working predominantly in London, the South East of England and across all sectors of the Construction and Building Industry. Core work over the recent past have included several Office Refurbishments and Office to Residential Use projects.

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

WHAT WE KNOW:

1. The existing building is subject to a number of options for refurbishment, replanning including changes of use.
2. The existing building fabric has not been improved and falls well below current insulation levels. Windows are in a poor state of repair and are 'leaky'. This results in the building services system being cost inefficient, oversized and more costly to run in comparison to today's technologies.
3. The fixed building services serving the existing building have, in the main, been retained since their first installation and are known to be at the end of their usable life (installed 1956/7 circa 50 years old) and have increasing maintenance cycles and are losing resilience, thereby increasing the frequency of failures and localised repairs and costs. Due to their age they operate far less efficiently than plant using the latest technologies.
4. Upgrades to the fixed building services and fabric have been a consideration of BCC for several years.

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

WHAT WE WILL NEED TO CONSIDER:

1. The aspirations of Brentwood Council,
2. The requirements of Brentwood Council planning,
3. Various Options for refurbishment, as set out in the Dixon Architects Proposals, identifying their operating requirements and load profiles,
4. Compliance with Approved Documents Part L (Conservation of Fuel and Energy), B (Fire), F (Ventilation) & P (Electrical safety).
5. Domestic and Non-Domestic Building Services Compliance Guide.
6. There are no known BBC Planning Requirements for incorporation of Renewable Energy Technologies, but benefit from these shouldn't be discounted if their use has significant benefit.

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

EXISTING SERVICES

The existing services within BBC Town Hall are in the main the original systems which have been updated and extended periodically. New systems where installed have been installed in compliance with regulatory guidelines at that date, but many are several revisions behind current thinking.

Maintenance costs are increasing and the installed systems add nothing to the building as an asset of BBC.

The existing heating system is gas fuelled boilers, non condensing, located within the basement plantroom.

The systems do not appear to be resilient with breakdown occurring on a regular frequency.

The systems operate slowly, over and under heat the spaces, providing very little in employee environmental comfort, leading to poor morale.

As the existing systems are inefficient, renting space served from this plant would result in higher landlord costs. This may be deemed a negative factor by any possible future investors / tenants interested in the space.

As there is no summer time cooling in the offices overheating is an issue, particularly to the southerly / western facing offices.

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

SYSTEM PROPOSALS

In the main, the system proposals are to

1. Overcome the problems with the existing services
2. Provide a modern, low energy services installation through the next 25 years of the buildings life, and
3. Provide a solution, combined where possible, to serve the different uses within the building and their own various requirements and operating regimes.

As the services are, in the main, at the end of their usable life, new services are proposed throughout.

This will:

1. Reduce Running, Energy, and Maintenance Costs.
2. Increase resilience,
3. Make the Commercial spaces more attractive to future tenants,
4. Give BBC a lower carbon footprint and contribute to a legacy of sustainability.

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

RECOMMENDED TECHNOLOGIES

The technologies recommended below:

Development Proposal for Building / BBC	SYSTEM PROPOSAL 1	SYSTEM PROPOSAL 2	Associated Requirements
1 - Retain existing BBC Town Hall, with BBC accommodating basement and first floors, with conversion of second and third floors to residential use.	New energy Centre within basement of building housing New High Efficiency Gas Boiler Plant for Heating to BBC common areas and Residential section inc CHP for Hot Water Generation to both BBC areas and Residential. VRF Heating / Cooling with MVHR to BBC Office areas.	New energy Centre within basement of building housing New High Efficiency Gas Boiler Plant for Heating to all BBC areas and Residential section inc CHP for Hot Water Generation to both BBC areas and Residential. No Cooling but provide Solar Glazing, in the form of external venetian blind systems to the Western Facade.	Consequential Improvements to Building Fabric in tenanted areas Insulation levels in line with Current Part L to residential areas Shared Plantroom in Basement Zoned & Metered solution for each demise.
Budget Services Costs	£1.9m	£2.1m	Plantroom and louvres on first floor for VRF Plant. Solar Glazing on Facade for option 2.
2 - Retain existing BBC Town Hall, with BBC accommodating basement and first floors, with conversion of second and third floors to Commercial Rent Offices	New High Efficiency Gas Boiler Plant for Heating to BBC common areas and Commercial Rent Office Cores. VRF Heating / Cooling with MVHR to Commercial Rent Offices.	New High Efficiency Gas Boiler Plant for Heating and Hot Water throughout. No Cooling but provide Solar Glazing, in the form of external venetian blind systems to the Western Facade.	Consequential Improvements to Building Fabric in tenanted areas Zoned & Metered solution for each demise. Plantroom and louvres on first floor for VRF Plant.
Budget Services Costs	£1.7m	£1.9m	Solar Glazing on Facade for option 2.
3 - BBC relocation to purpose built building with existing BBC Town Hall converted to residential throughout with Police Offices at basement level.	New energy Centre within basement of existing BBC Town Hall, housing New High Efficiency Gas Boiler Plant for Heating inc CHP for Hot Water Generation to serve Residential. VRF Heating Cooling with MHVR Ventilation to new BBC Office Building	New energy Centre within basement of existing BBC Town Hall, housing New High Efficiency Gas Boiler Plant for Heating inc CHP for Hot Water Generation to serve Residential. New High Efficiency Gas Boiler Plant for Heating, no cooling.	Insulation levels in line with Current Part L to residential areas Shared Plantroom in Basement Zoned & Metered solution for each demise.
Budget Services Costs	£2.2m	£2.1m	

SERVICING STRATEGY FOR BRENTWOOD TOWH HALL 20 JUNE 2016 Iss I

ADDITIONAL ENERGY EFFICIENT MEASURES TO THE REDEVELOPMENT

LED Lighting throughout - providing significantly lower energy running costs, longevity of installed equipment.

MHVR to residential units - providing extraction and supply of air to spaces and harnessing extracted waste heat and returning into the space via supply ducts.

RUNNING COSTS

A comparative figure of £ 35,000 per annum has been assessed for Development Proposal Option 2 with System Proposal 2, which is the closest to the current building configuration (Retain existing BBC Town Hall, with BBC accommodating basement and first floors, with conversion of second and third floors to Commercial Rent Offices).

RECOMMENDED TECHNOLOGY GLOSSARY

CHP - Combined Heat and Power is a Cogeneration technology where the waste output from boilers producing heat is harnessed to produce electricity which can be used onsite or exported offsite.

Energy Centre - a plant space housing a number of different technologies to produce a single output

VRF Heating / Cooling - Variable Refrigerant Flow, where refrigerant is conditioned by an outdoor condensing unit, which is then circulated to fan coil units within a building which circulate either cooled or heated air.

High efficiency Gas Boiler Plant - a number of condensing gas boilers where heat wasted through flue gases are harnessed and transferred back into the heating system.

Appendix H – High Level Risk Register

The below table provides an overview of the high level risks associated with each option.

Option	Description	Risks	Mitigation
1	<p>Remodelling of the Town Hall</p> <p>Lower Ground – Police</p> <p>Ground Floor – Council frontline and Hub</p> <p>First Floor – Council back office and civic center</p> <p>Second and Third Floor – Residential</p>	<p>Organisations decide not to engage and relocate to the Hub</p> <p>Failure to let property</p> <p>Failure of tenants to pay rent</p> <p>Issues with noisy disruptive tenants</p>	<p>The working group of the Hub continues to meet and relationships have been built so work towards the Hub is on a sure footing.</p> <p>The rental market for property is buoyant at present and forecasts do not foresee this slowing down significantly, however, there will always be a risk.</p> <p>A void percentage has been included in the financial analysis to account for short periods of non-occupancy, however it does not take account of a long term economic downturn. It is assumed that a lack of demand is less likely to affect the residential market and to a lesser amount the private rented market during an economic instability.</p> <p>The lease of these properties will be through a professional management company. Any of issues with tenants would be dealt with through them. The Council would run this service via good contract management practices.</p> <p>The building has been designed to be flexible. Therefore, changes to the building's requirements, whether expansion or decreasing the hub, office, residential or commercial can be undertaken. This will ensure that the building can remain relevant and continue to maximise revenue.</p>

Option	Description	Risks	Mitigation
2	Remodelling of the Town Hall Lower Ground – Police Ground Floor – Council frontline and Hub First Floor – Council back office and civic center Second and Third Floor – Commercial	Organisations decide not to engage and relocate to the Hub Failure to let out commercial property (there are already empty commercial properties within Brentwood) Failure of tenants to pay rent Issues with tenants Commercial tenants will want different fit outs etc. requesting non rental period Competition is with other professional serviced accommodation, i.e. Regus	The working group of the Hub continues to meet and relationships have been built so work towards the Hub is on a sure footing. Whilst the commercial property market is subject to economic pressures, a high quality fit out and regular market comparisons will ensure commercial occupancy is maximised. Further, a void percentage has been included in the financial analysis to account for short void periods however the commercial market is considered more susceptible to an economic downturn and could see half the space rented for long periods (12 to 18 months typically). The lease will be through a management company. Any of these type of issues would be dealt with through them. The Council would run this service via good contract management practices. The building has been designed to be flexible. Therefore, changes to the building's requirements, whether expansion or decreasing the hub, office, residential or commercial can be undertaken. This will ensure that the building can remain relevant and continue to maximise revenue.
3	Do Nothing	Council fail to take opportunity to reduce costs, increase revenue and create a Hub in the Town which provides a great service to the customer	Decide to do something with the Town Hall building/site only mitigation

