Folkestone & Hythe District Council

Civic Centre Feasibility

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1.0 Gen² Delivery Team

Gen² Property Ltd solely serve the public sector and have extensive experience of large-scale developments in partnership with local authorities, as well as delivering capital projects within education of circa £188 million per annum on behalf of the Local Authority and the Department for Education. At Gen², we are passionate about improving communities and supporting our public sector partners with their property needs; whether that be releasing capital through asset utilisation and development support; managing capital projects large and small; providing commercial support; or providing total facilities management services and support at the best possible value.

The delivery team within Gen² have significant experience in supporting and delivering enabling developments within the public sector and representing Local Authorities from development negotiations through to delivery and lifecycle care, ensuring that income is maximised whilst supporting the District's regeneration agenda.

It is crucial to us that any developments we manage are not just about providing the capital receipt; as an organisation, we are more focused on, and dedicated to, enhancing the local community and working alongside planners to provide the best community spaces with the interests of the authority and wider community continually at heart.

2.0 Introduction

Folkestone & Hythe District Council are seeking options for the re-location of its Council Offices and the re-development of the existing site. The existing Civic Centre is a 9-storey building, built in the 1960s. Currently the building is requiring an investment of circa £2.9 million over the next 10 years to keep the building compliant and safe for occupancy.

This report sets out the options available for the redevelopment of the site and the expected return; the cost to re-locate new council offices to an alternative location; the cost of a town centre access gateway; and the ongoing operational savings of a new building compared to the existing arrangements.

COVID-19 has led to a huge cultural shift in the way in which organisations work (both private sector and public sector) and subsequently has left a legacy for agile working. It appears that homeworking and agile working is the future for regular "office" workers. In that we can imagine an office not to be presented as rows of uniformed desks, but as an engaging space for collaborative and interactive working comprised of interacting environments and engaging meeting areas, and not desk confinement or fixed seating.

The demand for increased agile working, coupled with impact of COVID-19, the change or at least short-term adoption of new working practices, has created a window of opportunity. As we eventually approach a new normality, these opportunities need to be seized upon and their benefits maintained. Organisations are now realising the capacity to develop a more flexible space providing both the benefits of the traditional office but with the flexibility to meet new demands of its employees, and wider society as a whole.

With increased home and agile working, comes the heavier reliance on technology for communications and day-to-day working. Technology enables all workers to work from any location, with the same levels of accessibility, telecommunications and customer responsiveness as if they were in the office, and out of this has revealed improved colleague interactions, inspiring innovation and new perspectives.

Fortunately, we have seen a rise of even the more difficult to reach parts of the community now having more technological access, which has served to provide all generations within the community the access to services remotely. This past decade, public engagement has evolved somewhat and is increasingly becoming more virtually interactive, and 2020 has exacerbated this. More industries are utilising technology for more efficient operations and increased space. It is agile working, coupled with advanced technology, that allows for reduced operational building costs and more efficient use of space, allowing for flexibility and adaptability for demands of future change.

The private sector has shown itself to be ahead of the game when it comes to building cost efficiency and agile working and, as a result, has been able to significantly reduce overhead costs through encouraging working from home. But today, unsurprisingly, we have seen a huge increase in demand for asset utilisation and disposals within the public sector, with our Local Authority clients seeking to reduce office space across their estate and opting for alternative uses, whether that be through asset disposal, relocation or reinvestment for income generation or community regeneration.

Recent employee engagement has seen over 80% of council employees wanting to have more flexible working arrangements, achieved through a combination of home working *and* the ability to go to an office and work in an agile way. Therefore, these statistics and findings compliment the demand, and options, for redevelopment and regeneration of the workplace.

We at Gen^2 recognise that Folkestone and Hythe District Council require a central headquarters, to serve the community and provide a pillar to the district as well as enabling a physical space for colleague engagement. Yet how that space operates and how it is utilised can be reconsidered to more align itself with this "new normal".

A re-location of Folkestone & Hythe District Council's Civic Centre to an alternative location will ensure reduced operational costs and reduced need for ongoing maintenance and building works, both of which will wholeheartedly have a positive impact on the environment and the council's carbon footprint. Covid-19 and its restrictions has

brought an increased scrutiny on the environment and has urged organisations around the country to reconsider their social and environmental impact. A rethink of operating models, building footprints and an increase of agile working will be a step in the right direction to a more sustainable momentum. A new-build site will allow for a property portfolio bearing less risk for the council, without the need for ongoing major works required for a 9-storey 1960s building *and* with an increased Health & Safety compliance from installations, fittings and materials in line with current building and environmental standards.

The long-term approach of a more flexible working environment will engender operational cost savings, smarter working practices, improved general environmental impact, adaptable public engagement and more innovative approach to the community post-Covid19, in addition to significant regeneration of the existing site in keeping with the council's local plan.

Disposal, or sale and leaseback, of the current civic centre will provide options for Folkestone and Hythe District Council to release capital and invest the return elsewhere across the district and in the community – supporting local regeneration, particularly following the pressures that high streets have faced.

3.0 Options for the Current Site

In order to provide a more detailed and accurate land return, we have produced a high-level scheme of 43 units with a mix of high-end houses and apartments. **This proposal is illustrative only to provide a broad valuation for the site.** The resulting tenure; mix; and density will be produced following extensive consultation.

Eversley Park is a high-end residential development on Coolinge Lane, and Ingles Gardens is a new development currently being built on the former nursery site on the corner of Castle Hill Avenue and Shorncliffe Road.
Both sites have provided comparable evidence to formulate the illustrative development appraisal.

The site is oddly shaped and could be better utilised if developed with the adjacent landowner which we believe to be Radnor Estates. This could also be a useful negotiation point to assist in the removal of the restricted covenant. At some point in the future of the development, there could be an opportunity for the development scheme to include the Department for Work and Pensions site, who appear to also be undergoing a rethink of how their services are delivered.

Summary of site dwellings:

Plots 1 to 16: Castle Hill Avenue is a prominent road in Folkestone, and one of the main roads leading to the town centre. We envisage 6 substantial townhouses to mirror properties opposite. These would, however, be split into 16 premium 3-bed apartments.

Plots 17 to 23: Townhouses, in keeping with those built on Castle Mews, adjacent to the Civic Centre. We envisage these properties would appeal to City Commuters, providing spacious family accommodation.

Plots 24 to 44: Combination of one and two-bed apartments, located in a gated complex, potentially appealing to first-time buyers or those who wish to downsize.

This scheme is a high-level scheme, which incorporates a balanced mix of accommodation. Given the proximity to the town centre, we feel the number of dwellings could be increased and still retain a development that is in keeping with its surroundings and improve the capital receipt from the sale of the land.

This scheme is only indicative to provide a more accurate valuation for the site and its potential use. Other options were considered, but this one proved to be both the most economically advantageous as well as most favourable in terms of regenerating the site, in keeping with the Council's Local Plan.

4. Development Values

Appendix A shows the breakdown of sales values achievable as part of this feasibility, and the mix. The total sales values identified are: £16,599,136.

In terms of the resulting land receipt, the three tables below show the range of three scenarios:

- A top end valuation, which is achievable but leaves little contingency for risks in build and demolition costs;
- The most likely, middle valuation, with an adjustment for risk within the cost breakdown;
- The worst-case scenario valuation, at the bottom end of the range.

Option A - Top end valuation

COSTS				
Cost of Sales (includes Affordable element)	1.75%		£	131,915
Construction per (Sq.ft)	1	£145	£	7,538,015
Build contingency	5%		£	376,901
CIL payment	43	£12,000	£	516,000
Planning, Surveys, Architects fees	1		£	200,000
Finance 5% for 18 months	5%		£	613,945
Developer's Profit	10%		£	753,802
Sub total			£	10,130,578
Stamp Duty and Solicitors fees	5%		£	506,529
Total Costs			£	10,637,107
Grounds Works (Civic Centre demolition)			£	800,000
Land Value			**£**	**5,162,029**

Option B - Middle valuation (Most Likely)

COSTS				
Cost of Sales (includes Affordable element)	1.75%		£	138,284
Construction per (Sq.ft)	1	£152	£	7,901,920
Build contingency	5%		£	395,096
CIL payment	43	£12,000	£	516,000
Planning, Surveys, Architects fees	1		£	200,000
Finance 5% for 18 months	5%		£	641,715
Developer's Profit	15%		£	1,185,288
Sub total			£	10,978,302
Stamp Duty and Solicitors fees	5%		£	548,915
Total Costs			£	11,527,217
Grounds Works (Civic Centre demolition)			£	900,000
Land Value			**£**	**4,171,918**

Option C - Worst Case Scenario Valuation

COSTS				
Cost of Sales (includes Affordable element)	1.75%		£	145,562
Construction (Sq.ft)	1	£160	£	8,317,810
Build contingency	5%		£	415,891
CIL payment	43	12,000	£	516,000
Planning, Surveys, Architects fees	1		£	200,000
Finance 5% for 18 months	5%		£	673,453
Developer's Profit	20%		£	1,663,562
Sub total			£	11,932,277
Stamp Duty and Solicitors fees	5%		£	596,614
Total Costs			£	12,528,891
Grounds Works (Civic Centre demolition)			£	1,000,000
Land Value			**£**	**3,070,245**

Within the calculations, build costs; contingency finance; developer's profit; and demolition costs are key variables, and these determine the differences between the 3 possible valuations.

In order to calculate the valuations, we have used data from several similar schemes as a basis, BCIS benchmark cost data and local valuation data. These costs *do* range so we will ensure due diligence is followed and those costs are reviewed to ensure at-time **relevancy**.

There are other variables and opportunities that could generate an increased return, one of which could be via entering into a joint venture, which would minimise the developers profit element.

5.0 Cost of New Council Offices

Organisations across the country are moving towards more sustainable, and operationally efficient buildings - a relocation to a new build site at an alternative location within the district, could enable the council to play a key part in the district's approach to "going green".

It is important that the following considerations are included in the selection of a new suitable location for the Civic Centre:

- The centre will not be public facing and will be for administrative functions only;
- Digital Connectivity;
- Easily accessible for most staff;
- Requires good transportation links;
- Must be cost effective operationally;
- Have the appropriate amount of space to allow for new build and suitable design function;
- The infrastructure can be developed to support the facility;
- Is in a location suitable for the whole district.

Appendix 2 shows the full detailed cost plan for the new council office options. The costing is based upon a range of specifications with the cost summary options shown below. They are based upon 3 BREEAM ratings of:

- **Very Good –** A high standard and sustainable build quality within the top 25% of all new non-domestic buildings within the UK – ongoing operational costs for this option have been provided in section 6

	Lower Limit		Most Likely		Upper Limit	
Total Cost	£	2,250,000	£	2,646,926	£	3,044,000
£/m2 GIFA	£	3,000	£	3,529	£	4,059

- **Excellent –** A BREEAM excellent rating is in the top 10% of all new non-domestic buildings within the UK

	Lower Limit		Most Likely		Upper Limit	
Total Cost	£	2,354,000	£	2,768,306	£	3,184,000
£/m2 GIFA	£	3,139	£	3,691	£	4,245

- **Outstanding –** Within the top 1% of all new non-domestic buildings within the UK

	Lower Limit		Most Likely		Upper Limit	
Total Cost	£	3,093,000	£	3,638,764	£	4,185,000
£/m2 GIFA	£	4,124	£	4,852	£	5,580

The offices have a high specification shared office area for up to 50 people, in an agile working style environment, with 2 meetings rooms and a high specification council chamber with quality, retractable seating and comprehensive audio visual and recording equipment. This chamber has been costed for a flexible use solution for alternative uses when not in use by council members.

The cost plan does not include any land purchase and, depending on location, this will significantly increase the overall cost for re-location.

6.0 Operational Cost Savings

Based on the data provided (*see Appendix 3*), the annual running costs of the current Civic Centre are circa £305K per annum (not including staffing). In addition to the annualised cost of the capital investment required to meet the immediate improvements this equates to circa £600K per annum.

According to BREEAM and other extensive benchmark data that we hold, the comparative cost for the same cost elements would cost circa £70K per annum for operational running costs (not including staffing).

This generates an **annual saving of £235,000** which, over a 10-year period, equated to overall savings of £2,350,000 plus inflation.

The new building will be far more sustainable and be fuelled by renewable energy sources. This not only provides considerable savings as demonstrated above, but also meets the council's green agenda and sustainability vision.

7.0 Carbon / Environmental Impact

Whilst definitive calculations will not be possible without surveys to the existing site, and a detailed specification to be agreed for the new building, the information provided below is to give an indication on the measures that would be required to ensure the new office provision is carbon neutral, or varying degrees of low carbon.

Based on the net internal area sq ft of 2,098 (or 194m2), and using figures from BSRIA, we can estimate the typical energy usage being:

- 41,710 kWh/annum, or;
- 14,142.6 kg CO2 / annum

In order to ensure the buildings are zero carbon, the following technologies would need to be considered:

Wind

The use of any wind turbine at this development will require the siting of the turbines on suitable masts on the site.

The Government wind speed database indicates average wind speeds of 5.1m/s at 10m above ground level, 5.9m/s at 25m and 6.4m/s at 45m. The BWEA (British Wind Energy Association) recommend an average wind speed in the region of 4-15 m/s for a worthwhile installation. Turbines generally begin generating electricity at wind speeds of 4 m/s, with maximum rated power at 15 m/s. With the expected wind speeds on site, wind generation would achieve the lower end of this threshold. It should be noted that, as the site is likely to be within or near an urban location, the wind flow around the building could be turbulent and affect the performance of the turbine, as well as potential damage to the spindle due to frequent changes in direction with respect to a horizontal axis turbine. A suitable turbine would generally be in the region of a 1.5kW model which would produce on average 3,900 kWh / year in a stable wind environment. A turbine could be seen as unsightly and noisy by nearby residents. Summer flicker from the wind turbines shadow could cause serious issues and would need a thorough survey to assess the implications.

The cost of wind turbines to offset full demand based on estimated usage for building size would be circa: £66,000

Biomass Boilers

Biomass refers to any organic substance that can be processed in order to produce energy - either in a solid matter via dependant resources i.e., process waste such as sawdust, wood cut offs etc. which are used as either wood pellets or chippings, or via dedicated short rotation crops specifically grown to generate biomass fuels. Biomass fuels are an alternative to conventional fossil fuels and are often considered to be near carbon neutral. This is because the growing plant or tree absorbs the same quantity of CO2 in its lifetime as is released upon energy conversion. Biomass heating is a simple and proven technology, widely used throughout mainland Europe. Biomass boilers would generally be used as a lead boiler within a multiple boiler installation; and are fully automated with respect to the fuel input, ignition, and modulation of heat output and ash removal. A disadvantage of the Biomass boiler is the overall size footprint with regards to a comparable gas-fired boiler, due to the automatic feed hopper and requirement for adjacent fuel storage area, together with the disposal of resulting ash and residue deposits. Wood pellets tend to be the preferred fuel for biomass boilers as they reduce the fuel storage requirement and delivery frequency, together with the volume of ash produced. The wood pellets would be delivered via an HGV which would need access to the fuel store for delivery, generally via tipping, however in certain circumstances the pellets can be blown into the store.

In order to ensure compliance with the Clean Air Act, the boiler flue would need to rise to discharge above the highest point of the local developments.

The cost of Biomass Boilers to offset full demand based on estimated usage for building size would be circa: £16,000

Ground Source Heat Pumps

Geothermal systems utilise the reasonably constant and predictable sub-soil temperatures and extract the heat from the ground by the use of ground source heat pumps to convert it into usable heat, generally for space heating. Ground source heat pumps operate most efficiently when providing space heating at a low temperature as in the case of underfloor heating. There are basically 2 methods in extracting the heat from the ground, either via a borehole or via a "slinky" subsoil system. Borehole systems can be either open or closed loop. Open loop boreholes extract energy from ground water located deep below the surface and return water to the ground reservoir.

The boreholes need to be positioned sufficiently distant from each other in order to provide a segregated intake and extract borehole. Closed loop boreholes comprise of a series of vertical boreholes containing pipework loops to extract heat from the ground. A 5-6m spacing is required between the loops which, in restricted site applications, limits the potential performance of the heat pump. The energy that can be extracted varies with the depth of the borehole and the geology of the site. Where foundation piling is used in building construction, closed loop boreholes can be integrated into the piles (energy piles) in order to reduce the costs associated with drilling. A typical 20m energy pile would provide approximately 2kW of heat load and allowing for an energy saving of 3000 kWh / year would provide a CO2 saving of approximately 320 kgCO2 / year based upon a COP of 4.

The slinky subsoil system requires area rather than depth as a polyethylene pipe network acting as a heat exchanger is laid approximately 1.6m below ground to avoid freezing. This requires a relatively large land area to extract a useful amount of energy. The heat demand will determine the area needed for the heat exchanger. They can be a good solution for a large development with large playing fields. The installation of such a system would be viable using the playing fields, although this would be at high cost.

The cost of ground source heat pumps to offset full demand based on estimated usage for building size would be circa: £51,000.

Solar Thermal

Solar energy involves capturing and harnessing directly the free and clean energy of the sun to either heat water passing through solar panels or evacuated tubes, or generate electricity via photovoltaic panels. Solar hot water panels use the solar energy to directly heat water circulating through panels or pipes. A typical 3m^2 solar panel will provide an energy saving of approximately 2,750 kWh / year. Flat panels are traditionally roof-mounted and, for highest efficiencies, should be positioned to face south/southwest, at an incline of approximately 30°, depending on site location. The use of evacuated solar tubes are preferable to the flat plates as they have a greater efficiency, work better in low-light or cloudy conditions and are able to be mounted flat on the roof with the individual tubes tilted towards the sun for optimum performance, resulting in a more stable and less visible installation. The preferred use for the panels / tubes is to supply hot water with seasonal top-up from the main heating system as required.

The cost of solar thermal to offset full demand based on estimated usage for building size would be circa: £53,000

Photo Voltaic

Photovoltaic (PV) panels are able to generate electricity in most daylight conditions; however, as with the solar panels they are at the most efficient when orientated at approximately 30° facing South / Southwest. PV's have the advantage that they are straightforward to install as a standalone installation. To generate 1kW of electricity with a standalone system would require approximately 7m^2 of photovoltaic panelling.

The cost of photovoltaic panels to offset full demand based on estimated usage for building size would be circa: £65,000

Generally, we make a recommendation as to which options to follow, however, in order to achieve a zero carbon building, we would suggest the use of multiple options – a blend of Solar Thermal, Solar PV & Ground / Air Source Heat Pumps would be the recommended and most effective combination.

 Company registration: 09834851 VAT registration number: 22965488 Registered office: Sessions House, County Hall, Maidstone, ME14 1XQ

8.0 Access Gateway in a Town Centre Location

As part of the regeneration of the existing site and the re-location of the core council offices to an alternative location within the District, the proposal is to also maintain a town centre presence in the form of an access gateway. We have identified various examples as part of this feasibility, in key, accessible town centre locations. The annual rents for such properties range from £21,500 (£10.24 per sq.ft) and service charge £3200 (£1.52 per sq.ft) – Total rent £ 24,700 to £12 per sq.ft, and service charge £4.75 per sq.ft. Based on a floor area of 2098 sq ft, the estimated cost would be £35,141.

The above costs are indicative based on market research at the time of writing this report and a more details options appraisal and scoping exercise will be undertaken should feasibility be approved.

9.0 Summary

This report outlines the anticipated valuations of both the capital receipt to be expected; and the costs of new council offices. These costs have been produced at high level and, should the council wish to proceed, further due diligence and survey work would need to be undertaken to ratify the costs indicated.

It is important to note that this feasibility is not a pure cost generation exercise, but also a plan to improve the council's overall sustainability programme and to continue the excellent regeneration work of the town. The numbers below provide a summary of the "most likely" valuations and also the potential ongoing savings. The costings (whether existing or projected) do not include staffing costs.

Summary of Capital Costs	
Land Receipt (Most Likely Valuation)	£ 4,171,918
New Build Costs (BREEAM Very Good Mist Likely Valuation)	£ 2,646,926
Net Capital Receipt	**£ 1,524,992**
Annual Costs	
Building Running Costs	£ 70,000.00
Annual Rent on Town Centre Gateway (plus costs)	£ 30,000.00
Total	**£100,000.00**

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Appendix 1 – Sales Values

Plot	Beds / Pers	Type	Size Sq. Ft	Number of Units	Total area Sq. Ft	Rate per Sq. Ft	Unit Price	Total Sales
Plots 1-16	3B5P	Flat	1399	16	22,389	310	£433,786	£6,940,569
Plot 17-23	4B7P	HT	1938	7	13,563	340	£658,751	£4,611,259
Plot 24	2B4P	Flat	964	1	964	310	£298,914	£298,914
Plot 25	2B4P	Flat	964	1	964	310	£298,914	£298,914
Plot 26	2B4P	Flat	964	1	964	310	£298,914	£298,914
Plot 27	2B4P	Flat	964	1	964	310	£298,914	£298,914
Plot 28	1B2P	Flat	627	1	627	325	£203,915	£203,915
Plot 29	1B2P	Flat	646	1	646	325	£209,862	£209,862
Plot 30	2B4P	Flat	807	1	807	310	£250,261	£250,261
Plot 31	2B4P	Flat	807	1	807	310	£250,261	£250,261
Plot 32	2B4P	Flat	801	1	801	310	£248,259	£248,259
Plot 33	2B4P	Flat	833	1	833	310	£258,269	£258,269
Plot 34	1B2P	Flat	640	1	640	325	£208,113	£208,113
Plot 35	1B2P	Flat	627	1	627	325	£203,915	£203,915
Plot 36	1B2P	Flat	646	1	646	325	£209,862	£209,862
Plot 37	2B4P	Flat	957	1	957	310	£296,761	£296,761
Plot 38	2B4P	Flat	957	1	957	310	£296,761	£296,761
Plot 39	2B4P	Flat	957	1	957	310	£296,761	£296,761
Plot 40	2B4P	Flat	957	1	957	310	£296,761	£296,761
Plot 41	1B2P	Flat	640	1	640	325	£208,113	£208,113
Plot 42	1B2P	Flat	627	1	627	325	£203,915	£203,915
Plot 43	1B2P	Flat	646	1	646	325	£209,862	£209,862
Total					**51,986**			**£ 16,599,136**

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Appendix 2 – Detailed Cost Plan for New Council Offices

Please see attachment

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Appendix 3 – Existing Civic Centre Data

Appendix 3.1 – Annual Running Costs (Items in Yellow for use in annual cost summary)

		PREVIOUS YEAR				
		LAST YEAR BUDGET	LAST YEAR OUTTURN	LAST YEAR YTD OUTTURN	FULL YEAR CURRENT BUDGET	
BUILD	BUILDINGS	**-£ 400.00**	**£ 1,277,876.00**	**-£ 413,221.00**	**£ -**	
GX00	CIVIC CENTRE	**£ -**	**£ 7,369.00**	**£ 108,407.00**	**£ -**	
1001	BLDINGS/PLANT-REPAIRS MTCE ETC	£ 7,050.00	£ 20,384.00	£ 14,417.00	£ 14,550.00	
1148	CYCLICAL MAINTENANCE	£ 19,600.00	£ 14,449.00	£ 7,915.00	£ 19,600.00	
1204	GAS	£ 18,050.00	£ 15,386.00	£ 6,387.00	£ 13,050.00	
1205	ELECTRICITY	£ 53,220.00	£ 59,485.00	£ 27,350.00	£ 53,220.00	
1402	BUSINESS RATES	£ 137,940.00	£ 123,318.00	£ 123,318.00	£ 137,940.00	
1206	WATER SERVICES	£ 6,490.00	£ 6,774.00	£ 1,751.00	£ 6,490.00	
1501	PREMISES INSURANCES	£ 8,820.00	£ 8,506.00	£ 8,506.00	£ 8,930.00	
2001	EQUIPMENT/FURNITURE - NEW	£ -	£ -	£ 918.00	£ -	
2130	MISC INSURANCES(EXCL PREMISES)	£ 1,070.00	£ 948.00	£ 948.00	£ 1,000.00	
2921	LICENCES	£ -	£ 309.00	£ 155.00	£ -	
2515	CONTRACT-DRY RECYCLABLES	£ 3,460.00	£ 6,326.00	£ 3,676.00	£ 3,460.00	
6011	DEPRECIATION CHARGE	£ 43,330.00	£ 66,933.00	£ -	£ 46,670.00	**£ 304,910.00**
6012	LOSS ON IMPAIRMENT OF ASSETS	£ -	£ 501,055.00	£ -	£ -	
7204	FINANCE STRATEGY&CORP SERVICES	£ 4,870.00	£ 43,000.00	£ -	£ 39,340.00	
7206	ENV & CORPORATE ASSETS	£ 75,570.00	£ 74,840.00	£ -	£ 80,800.00	
7209	PREMISES RECHARGE	£ 9,060.00	£ 8,300.00	£ -	£ 8,450.00	
7212	GOVERNANCE & LAW	£ 213,860.00	£ 55,720.00	£ -	£ 53,140.00	
9360	MISCELLANEOUS RENTS & RIGHTS	-£ 111,000.00	-£ 140,478.00	-£ 86,933.00	-£ 136,000.00	
8116	RECHARGES TO COST CENTRES ETC	-£ 491,390.00	-£ 847,149.00	£ -	-£ 342,750.00	
8119	HRA RECHARGES	£ -	-£ 2,550.00	£ -	£ -	
7999	INCOME RECHARGES	£ -	-£ 8,190.00	£ -	-£ 7,890.00	

Appendix 3.2 – Capital Works Required over a 10-Year Period

YEAR	TOTAL COST (£)	ITEMS OF WORK INCLUDE:
1	£254,000	Repairs to roofs, electrical installation; refurbishment of Middleburg and Boulogne meeting rooms.
2	£417,000	Renewal of external rendering to plant room, internal refurbishment, air conditioning phase 1, electrical repairs.
3	£387,000	Refurbishment of council chamber, emergency lighting, air conditioning phase 2, electrical renewals.
4	£225,000	External redecoration, refurbishment of lifts, electrical renewals.
5	£234,000	Roof renewals, window renewals phase 1, electrical repairs, internal refurbishment.
6	£252,000	Window renewals phase 2, electrical repairs, internal refurbishment, fencing renewal.
7	£314,000	Ventilation systems, stone cladding repairs, electrical repairs, window renewals phase 3.
8	£348,000	Internal refurbishment, stone cladding repairs, electrical repairs, window renewals phase 4.
9	£241,000	Internal refurbishment, external repairs, window renewals phase 5.
10	£238,000	Internal refurbishment, hard landscaping, window renewals phase 6.
Total	**£2,910,000**	