

28 February 2023 at 7.00 pm
Council Chamber, Argyle Road, Sevenoaks

Published: 20.02.23

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Improvement & Innovation Advisory Committee

Membership:

Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Bayley
Cllrs. Abraham, Andrews, Bonin, Clayton, Eyre, Hogarth, McGregor, Nelson, Pett and Waterton

Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Minutes To agree minutes of the meeting of the Advisory Committee held on 24 November 2022, as a correct record.	(Pages 1 - 4)	
2. Declarations of interest Any declarations not already registered.		
3. Actions from previous meeting (if any)	(Pages 5 - 6)	
4. Update from Portfolio Holder		
5. Referral from Cabinet or the Audit Committee (if any)		
6. LGA Corporate Peer Challenge Progress Review	(Pages 7 - 20)	Lee Banks Tel: 01732 227161
7. Environmental Health Innovation	(Pages 21 - 22)	Nick Chapman Tel: 01732 227167
8. UK Shared Prosperity Fund Update Report	(Pages 23 - 46)	Emily Haswell Tel: 01732227261
9. Work plan	(Pages 47 - 48)	

10. **White Oak Residential**

(Pages 49 - 112)

Detlev Munster
Tel: 01732227099

EXEMPT INFORMATION

Recommendation: That, under section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting when considering Appendix B, Item 10, on the grounds that likely disclosure of exempt information is involved as defined by Schedule 12A, Paragraph 3 (Relating to the business or financial affairs of a particular person (or the authority holding that information)).

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or democratic.services@sevenoaks.gov.uk.

IMPROVEMENT & INNOVATION ADVISORY COMMITTEE

Minutes of the meeting held on 24 November 2022 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Bayley (Vice Chairman)

Cllrs. Andrews, Clayton, Eyre, McGregor, Nelson, Pett and Waterton

Apologies for absence were received from Cllrs. Abraham and Bonin

Cllrs. Dickins and Hogarth were also present via a virtual media platform that did not constitute attendance as recognised by the Local Government Act 1972.

23. Minutes

Resolved: That the Minutes of the Improvement & Innovation Advisory Committee held on 4 October 2022 be approved and signed by the Chairman as a correct record.

24. Declarations of interest

There were none.

25. Actions form previous meeting

There were none.

26. Update from Portfolio Holder

The Portfolio Holder, and Chairman, provided an update on the services within his portfolio. Sevenoaks District Council had signed a partnership agreement with the Federation of Small Businesses (FSB), and would work closely with FSB to make sure policies supported local businesses.

The Council had made significant progress on the nine recommendations from the Peer Challenge team from the Local Government Association. The Council's Local Plan, Economic Development Strategy, and Community Plan built on the built on the recent Place Leadership work, and helped address the need for affordable housing, and Council had agreed to lend Quercus Housing £15,000,000 over 10 years for this. The new Customer Insights team would incorporate service data and ONS updates to better serve local communities. £1,000,000 in Brownfield Renewal Funding had been secured to help resolve the balance between the Council's ambition and its resources. The Council was working with external companies in community engagement work and on challenging viability appraisals. The

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Sevenoaks Place Campaign worked to increase inward investment and draw businesses into the District.

The Bevan Place application was rejected by the Development Control Committee. Officers would work with Members to ensure they were aware of the other options and possibilities, and the application may be resubmitted with changes. Work was ongoing on Farmstead Drive. The White Oak Leisure Centre and car park were open. Outline planning permission had been granted for the White Oak Residential scheme, the scheme was being looked at and could introduce modern methods of construction. Plans were being investigated for the site at Otford Road which may include a site for small commercial units.

In response to questions, he explained that the Local Plan was largely focused on urban density, as dictated by national planning policy. The Rural England Prosperity Fund income would be directed towards business and community projects outside the District's major towns.

27. Referral from Cabinet or the Audit Committee

There were none.

28. Budget 2023/24: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)

The Chief Officer - Finance and Trading presented the report which set out updates to the 2023/24 budget process within the existing financial strategy. SDC is not immune from the financial challenges affecting the country therefore this budget process is expected to be particularly challenging.

No changes had been made to future assumptions at the stage which would be reviewed during the budget process, as usual. However, due to the April 2022 pay award being higher than previously assumed and an annual savings target of £100,000 already included, an annual budget gap of £735,000 was currently reported.

The report presented growth and savings/additional income proposals that had been identified which needed to be considered. It requested further suggestions from Members before finalising the budget for 2023/24. Informed by the latest information from Government and discussions with Cabinet, it is proposed that the Council once again sets a balanced 10-year budget and continues to aim to be financially self-sufficient.

The Committee considered the growth and savings/additional income proposals identified in Appendices E & F to the report. They noted that SCIA 5 would be presented to the Finance & Investment Advisory Committee and did not consider it. The Assistant Chief Executive agreed to provide a short report on the Apprenticeship Levy in SCIA 3, and the restrictions on its use.

Action: For the Assistant Chief Executive to provide a report on the Apprenticeship Levy.

Further consideration was given to expanding the changes in Environmental Health's working practices in other services. Their use of iAudit allowed for on-site reports to be created, which reduced time lost to travel, and structural changes meant trained officers spent less time on administrative work. They further discussed the energy use within the Argyle Road building, and the Council's ongoing work to balance the heating with a single point of control. They also discussed the potential cost-saving effects of moving committee meetings to take place during the day, but acknowledged the possible impact this could have on attendance.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved:

- (a) That it be recommended to Cabinet that the growth proposal (SCIA 3) and savings/additional income proposals (SCIA's 2 and 4) identified in Appendices E & F to the report applicable to this Advisory Committee, be considered.
- (b) That it be recommended to Cabinet that consideration be given to the following further suggestions:
Savings/additional income
 - (i) Replicate Environmental Health's working practices and structural changes across other services
 - (ii) Continue to review the Council's energy use in the Argyle Road building
 - (iii) Examine the cost savings that daytime committee meetings could bring

29. Work plan

The Work Plan was noted, with the following additions:

23 February 2023

- Hello Lamppost update
- Environmental Health update on changes to working practices.

THE MEETING WAS CONCLUDED AT 8:08PM

CHAIRMAN

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Actions from the meeting held on 24 November 2022 (as at 15/02/2023)

Action	Description	Status	Contact Officer
1	For the Assistant Chief Executive to provide a report on the Apprenticeship Levy.	The Assistant Chief Executive to circulate an update to Members.	Lee Banks Ext: 7161

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LGA CORPORATE PEER CHALLENGE - PROGRESS REVIEW

Improvement & Innovation Advisory Committee - 28 February 2023

Report of: Chief Executive

Status: For Consideration

Key Decision: No

Executive Summary: This report updates Members on the Progress Review that has been carried out by the Local Government Association's Peer Team following the Council's Corporate Peer Challenge, which was held initially held between 29 November and 1 December 2021.

It provides a summary of the feedback received from the Peer Challenge Team following the Progress Review which was undertaken on 24 November 2022 and appends a copy of their report issued at the end of January 2023, which highlights the positive progress made by the Council and notes some particular challenges the Council may face in delivering its objectives.

Portfolio Holder: Cllr. Peter Fleming

Contact Officer: Lee Banks, Ext. 7161

Recommendation to Improvement & Innovation Advisory Committee:

Members note the findings of the Peer Challenge Progress Review and the progress made in delivering the recommendations made by the Peer Review team.

Reason for recommendation: To ensure that Members of the Advisory Committee are updated on the outcome of the Progress Review following the Council's Corporate Peer Challenge.

Introduction and Background

- 1 Corporate Peer Challenges are provided by the Local Government Association (LGA). They are a core element of the sector-led improvement offer to local authorities.
- 2 Peer challenges are managed and delivered by the sector for the sector. They are improvement focused and the scope is agreed with the council and tailored to reflect local needs and specific requirements.
- 3 The Council's Peer Challenge took place across three days, between 29 November and 1 December 2021. The Peer Challenge team issued their final

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report in February 2022. Overall the Peer team concluded that the council is a well-led and managed authority with a strong track-record of effective delivery and innovation, and that there are good member / officer relations and good relationships between members.

- 4 They concluded that the council's current financial position is comparatively strong and that the council is a valued and respected partner locally.
- 5 The Peer Team noted that community engagement on projects and initiatives is effective, but there is potential to complement this with more open, bottom-up, conversational approaches.
- 6 The Peer Team also acknowledged that the council has invested in its own housing and regeneration capability. However, a key issue at the time was the balance between the council's scale of ambition and the financial resources available.
- 7 Arising from the Peer Team's work, were nine key recommendations to the Council. These are set out in the full in the background paper to this report, which can be seen at www.sevenoaks.gov.uk/peerchallenge.

Peer Challenge Progress Review

- 8 The Progress Review is an integral part of the Corporate Peer Challenge process. It is programmed to take place approximately twelve months after the initial peer challenge and is designed to provide space for the council's senior leadership to:
 - Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the peer challenge recommendations;
 - Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs; and
 - Discuss any early impact or learning from the progress made to date.
- 9 The Progress Review was conducted by four members of the initial Peer Review team. The Progress Review peers were:
 - Cllr Darren Rodwell, Leader of London Borough of Barking and Dagenham
 - Cllr Sam Chapman-Allen, Leader of Breckland Council
 - Damian Roberts, Chief Executive, Surrey Heath Borough Council
 - Judith Atkinson, Strategic Director, Local Partnerships
- 10 On 24 November, the peer team met virtually over the course of four and a half hours with Leader of the Council, the Chief Executive and senior officers of the Council. The discussions were informed by the documents and Committee reports that the peer team had reviewed prior to the Progress Review and individual discussions that had been had with officers

to gather further information on the progress against the recommendations that had been made.

Progress Review Report

- 11 Provided at Appendix A is the LGA Corporate Peer Challenge - Progress Review report as issued to the Council in late January 2023.
- 12 Overall the Peer team concluded that “the Council has really embraced the recommendations made in the original CPC in November 2021” and “saw evidence of some significant progress as an organisation and the creation of real momentum along a transformational journey rather than simply a tick box approach to actions.”
- 13 The Peer team also recognised that the “Council has also brought forward a number of new initiatives and key strategies and plans since the CPC including the Local Plan 2040, a new Community Plan and the Sevenoaks “So Much More” campaign.”
- 14 The report at Appendix A also highlights the new, empowered style of community engagement that is being developed, planned improvements in the use of data, and the strength of the Council’s ‘Here to Help’ project which aims to support people with the challenges arising from the increases in the cost of living.
- 15 In the area of economic development and regeneration the Peer Team acknowledged the delivery of a new long term Economic Development Strategy and found that the “Council has clearly embraced the “Massive Small” agenda, by seeking to maximise available developable land by analysing sites one by one.
- 16 Progress in capital projects and the delivery of affordable housing through Quercus Housing and projects with other partners is also highlighted.
- 17 In finalising their feedback the Peer team reflect on their experience of the organisation and its culture, saying ‘there is a tangible sense of energy around the Council going forward which together with a positive organisational culture and modern working practices, will help to retain valuable skills despite the temptations from the private sector and larger Councils.’”

Next Steps

- 18 The conclusion of the Progress Review brings to a close the formal elements of the Council’s Peer Challenge. Officers will continue to monitor its progress against the initial recommendations for a further 12 months.
- 19 The Progress Review also highlighted some areas that it felt could be ‘particular challenges’ for the Council looking forward. These include engagement with health sector colleagues, and the impact of financial challenges on the County Council, in delivering a strong preventative health agenda.

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- 20 Ensuring that these challenges continue to be evaluated as the Council develops its plans and priorities for the years ahead will be embedded in future policy making and monitoring.

Other options Considered and/or rejected

None.

Key Implications

Financial

There are no financial implications arising from this report.

Legal Implications and Risk Assessment Statement

There are no legal and risk implications arising from this report.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Net Zero

The decisions recommended through this paper have a remote or low relevance to the council's ambition to be Net Zero by 2030. There is no perceived impact regarding either an increase or decrease in carbon emissions in the district, or supporting the resilience of the natural environment.

Conclusions

The Progress Review has provided positive feedback on the Council and its performance in delivering the nine recommendations set out through the Corporate Peer Challenge.

The Progress Review final report will be published in full ensuring transparency of the process and the findings.

The action plan published in response to the initial recommendations will continue to be monitored for a further 12 months to help ensure progress is maintained.

Members may wish to join colleagues in noting their thanks for the work of the Peer team, who have generously given their time and experience to assess how the Council performs and how it could continue to improve in the future.

Appendices

Appendix A - LGA Peer Challenge - Progress Review report

Background Papers

LGA Peer Challenge report - www.sevenoaks.gov.uk/peerchallenge

Dr. Pav Ramewal
Chief Executive

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LGA Corporate Peer Challenge – Progress Review

Sevenoaks District Council

24th November 2022

Feedback



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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during November 2021 and promptly published the full report with an action plan.

The progress review is an integral part of the Corporate Peer Challenge process. Taking place approximately twelve months after the council published the CPC action plan, it is designed to provide space for the council's senior leadership to:

- Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank Sevenoaks for their commitment to sector led improvement. This review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The progress review at Sevenoaks District Council took place remotely on 24th November 2022.

The progress review focussed on each of the recommendations from the Corporate Peer Challenge, under the following headings:

Communities and Place

1. Build on recent place leadership work – consider developing a renewed, partnership-led, long-term vision for the district, residents and businesses
2. Complement the council's existing project-based community engagement work with more open, bottom-up, conversational approaches
3. Use service data and community networks to enhance the council's understanding of its diverse and emerging communities

Economic Development and Regeneration

4. Consider the optimum balance between the council's scale of ambition and availability of resources
5. Explore the scope for a managed increase in Quercus Housing's affordable housing delivery outputs
6. Consider the full range of options for additional modest-scale market value and affordable housing activity – 'massive small'
7. Review the external specialist skills to challenge viability appraisals and negotiate S106 agreements with developers
8. Use the council's influence to optimise the outcomes from the district's strategic development sites
9. Consider developing a proposition for inward investment and development as part of the emerging economic development strategy

For this progress review, the following members of the original CPC team were involved:

- Cllr Darren Rodwell, Leader of London Borough of Barking and Dagenham
- Cllr Sam Chapman-Allen, Leader of Breckland Council
- Damian Roberts, Chief Executive, Surrey Heath Borough Council
- Judith Atkinson, Strategic Director, Local Partnerships

As the original Peer Challenge Manager for the LGA was not available. Gill Elliott stepped in as the LGA manager for the progress review.

The peer team met virtually via Zoom over the course of four and a half hours with the following representatives from the council:

- Cllr Peter Fleming – Leader of the Council
- Dr Pav Ramewal – Chief Executive
- Sarah Robson – Chief Officer People & Places

- Richard Morris – Chief Officer Planning & Regulatory
- Detlev Munster – Strategic Head – Commercial & Property
- Adrian Rowbotham – Chief Officer Finance & Trading

3. Progress Review - Feedback

As a team we found that the Council has really embraced the recommendations made in the original CPC in November 2021. We saw evidence of some significant progress as an organisation and the creation of real momentum along a transformational journey rather than simply a tick box approach to actions. This was particularly the case for community engagement. The Council has also brought forward a number of new initiatives and key strategies and plans since the CPC including the Local Plan 2040, a new Community Plan and the Sevenoaks “So Much More” campaign.

Communities and Place

It’s clear that a new style of engagement is emerging, one that seeks to empower people and leave communities stronger as well as giving the council the information it needs to target its resources more effectively. The Council is developing approaches with town and parish councils as well as community and neighbourhood groups to gain further information, data and insights into the needs and aspirations of local communities. It is seeking to maximise the benefit of the new Census data and ONS (Office of National Statistics) data to develop information and analysis of local communities. A Customer Insights Team has been established to broaden the range, use and analysis of service data to enhance knowledge about communities and inform service initiatives

The Council’s “Here to Help” project around help with the cost of living is also a strong offering for the community. Other initiatives being progressed include a new community mobilisation officer funded by Kent County Council’s (KCC) Helping Hands Fund; a community empowerment toolkit and an online community hub which goes live in early 2023. The Hello Lamp Post” project has been a creative way to engage with residents and visitors on the street. The council recognises that the Hello Lamp Post project has the potential to develop further in the future.

We would encourage the Council to continue trying to give a voice to those residents who are often “harder to hear”. Trust takes time to build and engaging with newer or emerging Black and minority ethnic communities requires sustained effort, but these efforts will bring rewards.

Economic Development and Regeneration

We were impressed to see that since the CPC the Council has delivered a new long-term Economic Development Strategy and a Place Campaign to encourage inward investment. It is continuing to work with partners and rural landowners to develop land that is not suitable for agriculture, but which could be developed for business use.

Following consultation, the Local Plan 2040 plan contains three key considerations: health and wellbeing; net zero carbon emissions and design excellence. The Plan sets out a programme for securing good growth which seeks to maximise available developable land by analysing sites one by one. The Council has clearly embraced the “Massive Small” agenda. There has been some impressive progress on hard won and resource intensive projects. It was good to see that the Council is engaging with developers and having open conversations which will help to build its reputation as a trusted partner with a track record of achievement and a good place for investment. The CPC recommended that the Council consider the full range of options for additional modest scale market value and affordable housing activity – to further build on its positive progress with “Massive Small”. There has been a well-defined and consolidated pipeline of development activity since the CPC. The Council has approved lending to Quercus Housing of £15m over ten years to deliver affordable housing in the district, aimed at key workers. As of October 31st, 15 units have been delivered in the High Street Swanley with a further 11 units in Edenbridge for affordable rent. The Council has worked in partnership with the West Kent Housing Association (WKHA) to bring forward 11 units of supported accommodation in the district at Vine Court Road and Orchards Close which has helped relieve pressure on temporary accommodation. The Council has also worked in partnership with the charity HfT to lease Stay Green House in Edenbridge, providing 7 units of affordable rented accommodation for single mothers and single women.

In our recommendations we asked the Council to consider the optimum balance between its ambitions and availability of resources including human resources. We were pleased to note that the Council has brought in additional specialist talent and skills where needed to take the Economic Development strategy forward. The Council recognises that some workforce turnover can be helpful in progressing projects that may only need specialist skills at particular times. They also recognise that in order to deliver the Council's ambitious agenda, it is vital that they continue to provide a work environment that is effective at attracting and retaining a talented workforce in a highly competitive environment.

There is a tangible sense of energy around the Council going forward which together with a positive organisational culture and modern working practices, will help to retain valuable skills despite the temptations from the private sector and larger Councils. The Council is clear on what is important to it and staff are working well with colleagues across the council to share the resources needed to deliver results. This 'one team' approach to resource and talent management is very welcome.

The work done by the Council to produce its Investment Zone bid for DHLUC is an example of an organisation that has been able to step up to a challenge when it needs to. We believe that the work for the bid will not be wasted as it puts the Council and its partners "on the starting block" for other opportunities. It also provides momentum and potential for a locally led investment zone. It is clear to us that despite Kent County Council's issues with its finances, the Council is still working collaboratively with the County and other partners including large corporations.

We would point to some particular challenges for the Council, including securing greater engagement from health sector colleagues on the preventative health agenda linked to the wider determinants of health and KCC's financial challenges and any knock-on consequences for boroughs and districts. We understand that there has been a set-back in Swanley where the Council was unable to gain agreement to its' major regeneration scheme for the area from the Planning Committee. However, we would urge the Council to maintain its commitment to investment and regeneration, to wider engagement, and continuous improvement. Notwithstanding these challenges, staying positive and staying "fleet of foot" will reap benefits. It will be important over the next two years to use this newly gained confidence and mandate from residents to "doubledown" on plans whilst at the same time ensuring that all

Members have an opportunity to play an active part in the delivery of these plans. This includes the engagement of backbench members ahead of the forthcoming elections in May. The Council should be thinking about new Member induction now and should also use the sessions for prospective candidates as an opportunity to set out its agenda.

Final thoughts and next steps

The LGA would like to thank Sevenoaks District Council for undertaking an LGA CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Will Brooks (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and his e-mail address is william.brooks1@local.gov.uk

ENVIRONMENTAL HEALTH INNOVATION

Improvement & Innovation Advisory Committee - 28 February 2023

Report of: Chief Officer Planning & Regulatory Services

Status: For Comment

Key Decision: no

This report supports the Key Aim of: Best Value Performance

Portfolio Holder: Cllr. Margot McArthur

Contact Officer: Nick Chapman, Ext. 7167

Recommendation to Improvement & Innovation Advisory Committee:

To note the innovation and improvements delivered within the Environmental Health Team.

Reason for recommendation: This report is for information only and is to update councillors on changes that have been made within the Environmental Health Team to increase efficiency, and improve customer service.

Introduction and Background

- 1 The Environmental Health Team returned to Sevenoaks District Council as an 'in-house' service on the 1st July 2021.
- 2 Following the return of the service, the team have worked hard to identify operational efficiencies to ensure that they continue to deliver high quality, customer focussed services in the face of increasing demand.
- 3 The team have focussed on service changes that create extra capacity and/ or which improve the service provided to customer. These innovations include:
 - a. Use and expansion of electronic audits/ inspections
 - b. Use of the NoiseApp
 - c. Introduction of Enterprise for Uniform
 - d. The redesign of processes and procedures to ensure maximum efficiency and ensure the best value officer undertakes each task

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- e. Up skilling the Technical Administrators and training our own subject matter experts
- 4 These service innovations have been successful in ensuring that the performance of the team remains high and that continuous improvements are made to how the service operates.
- 5 The Environmental Health Manager will provide a presentation on the key improvements and innovations, which have been implemented over the past 18 months and outline the team's future ambitions.

Key Implications

Financial

None

Legal Implications and Risk Assessment Statement.

The Environmental Health Team deliver a number of statutory and non-statutory functions on behalf of the District Council.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Net Zero Implications

The decisions recommended through this paper have a remote or low relevance to the council's ambition to be Net Zero by 2030. There is no perceived impact regarding either an increase or decrease in carbon emissions in the district, or supporting the resilience of the natural environment.

Appendices

None

Background Papers

None

Richard Morris

Deputy Chief Executive and Chief Officer - Planning and Regulatory Services

UK SHARED PROSPERITY FUND UPDATE REPORT

Improvement & Innovation - 28 February 2023

Report of: Detlev Munster - Strategic Head of Commercial and Property

Status: For information

Also considered by: Cabinet 16 March 2023

Key Decision: No

This report supports the Key Aim(s) of:

Supports the priorities 'Our Place' and 'Our Economy' from - Better Together community plan (2022 - 2032)

Supports the Strategic priorities within the Sevenoaks District Economic Development Strategy 2022-27

Portfolio Holder: Cllr. Peter Fleming

Contact Officer: Emily Haswell - Economic Development Officer (Business support and Town Centres) Ext. 7261.

Recommendation to Improvement & Innovation Committee

To recommend that Cabinet be updated on the key programme to be delivered via the UK Shared Prosperity fund, including the Rural England Prosperity fund proposals.

Recommendation to Cabinet:

To be updated on the key programme to be delivered via the UK Shared Prosperity fund, including the Rural England Prosperity fund proposals

Reason for recommendation:

The UK Shared Prosperity Fund Investment Plan has been approved by the Department for Levelling Up, Housing and Communities and funding received to commence year one spend. The Rural England Prosperity Fund addendum has been submitted and approval is awaited.

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Introduction and Background

- 1 The UK Shared Prosperity Fund (UKSPF) was launched in April 2022 to support the UK Government's commitment to levelling up all parts of the UK aiming to build pride in place and increase life chances.
- 2 Sevenoaks District Council was allocated £1m over the financial years 2022/23 - 2024/25 covering the 3 priorities, Communities and Place, Supporting Local Business and People and Skills. It includes both Capital and Revenue allocations for each funding year.
- 3 The UK Shared Prosperity Fund investment plan was submitted to the Department for Levelling Up in July 2022 and was approved in late December 2022. The approved Local Investment plan states the projects, outcomes, outputs and interventions and detailed financial breakdowns.
- 4 The investment plan submitted was based on consultation and feedback from local stakeholders and had the full support of the District's three MPs. As per the requirements, a local partnership board will be in place to oversee the investment plan's delivery, and this will be based on Sevenoaks District Business Board.
- 5 The UKSPF projects link to activity areas outlined in both the Community plan and Economic Development Strategy and involve a range of partner organisations.
- 6 Within the Local Business Support priority there are projects to be delivered via the West Kent Partnership, which will minimise administration and maximise potential impact of the funding, within this combined approach measures are in place to ensure Sevenoaks funding benefits Sevenoaks District residents and businesses.
- 7 Recruitment for both a UK Shared Prosperity Fund Officer and a Town Centre Project Officer is underway, and both roles are funded through the UKSPF's allocation.
- 8 In September 2023, The Rural England Prosperity Fund was announced providing further funding to support the additional challenges associated with Levelling up rural areas. The allocation for Sevenoaks District was £501,308 for financial years 2023/24 to 2024/25.
- 9 Plans for this funding were outlined in an addendum submitted in November 2022, for which approval is awaited. Funding is expected to be available from April 2023.
- 10 The addendum outlines our proposal to use the REPF funding to create a West Kent rural funding scheme offering capital grants to businesses, community organisations and to support the visitor economy sector. This proposed scheme has been based on feedback from consultation with rural businesses and will incorporate the lessons learned from the LEADER funding scheme. Sevenoaks District funds will be ring-fenced to support Sevenoaks District applications the funding will be overseen by a rural steering group. West Kent Partners have agreed joint funding from the partnership to

recruit a rural project officer to develop and deliver this project, which is essential as the Rural England Prosperity Funding has no administrative allowance.

Other options Considered and/or rejected

- 11 There is no obligation to spend the UK Shared Prosperity Fund / Rural England Prosperity fund allowance, however to not do so would present a missed opportunity. The funding available provides funds for supporting the levelling up agenda, strengthening pride in place, improving life chances in the district and providing additional support to overcome the additional challenges faced in rural areas. Failure to use the allocation may have implications in future funding allocations made and would not represent the best interests of the community.
- 12 The projects within the Investment plan and Addendum, have been based on consultation with end users, businesses, stakeholders and reflect the proposed actions and activities outlined in both the Better Together - Community Plan (2022-25) and the Economic Development Strategy (2022-27) which reflect the commitments in the Council Plan. Projects seek to maximise impact of funding to meet current gaps whilst matching the prescribed mix of funding and producing a wide range of interventions, outcomes and outputs to benefit the District.

Key Implications

Financial

- 13 The Grant funding agreement and Memorandum of Understanding have been signed by the Council and the Government.
- 14 Funding for each financial year will be paid to the local authority in advance. Prior to each year's allocation, a report needs to be submitted on progress against the outputs of the Investment Plan. Lead local authorities may be asked to return any underspends at the end of each financial year, therefore regular financial and performance monitoring will be required.
- 15 Finance for year one has been received as of 1st Feb 23 with an allocation to spend prior to end March, however further information and guidance on monitoring and carry forward of spend is expected to be published soon and requirements for the current financial year may be amended due to delayed approval of investment plans and receipt of further guidance.
- 16 Up to a maximum of 4% of the total allocation can be used for administration of the plan including commissioning services and monitoring. More administration heavy projects have in-built resources included.

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Legal Implications and Risk Assessment Statement.

- 17 A signed Memorandum of Understanding and Grant funding agreement is in place following receipt of a grant determination letter, these documents set out detailed fund requirements and obligations and link to the UK Shared Prosperity Fund prospectus which provides comprehensive guidance on project delivery including procurement, publicity and branding and eligibility.
- 18 It is recognised that the fund needs careful monitoring and financial management but the proposed governance structures and resource to support projects built into the programme will mitigate against these risks. No funding will be devolved in order to minimise the risk of not having appropriate monitoring information.
- 19 Failure to deliver programme effectively could result in reputational risk with local Government and stakeholders impacted.

Equality Assessment

- 20 Members are reminded of the requirement, under the Public Sector Equality Duty (Section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and foster good relations between people from different groups The decisions recommended through the report directly impact on end users. The impact has been analysed and does not vary between groups of people.
- 21 The UK Shared Prosperity Fund investment plan, and the three investment priorities it supports, should have a positive impact on all our residents and businesses. Some initiatives, however, are targeted at specific groups that are in particular need in our community such as the unemployed or those experiencing barriers to employment. Such an approach means we are seeking to positively impact levelling up of opportunity across the District.

Net Zero Implications

- 22 The decision recommended through this report have relevance to the council's ambition to be Net Zero by 2030. Officers believe that the UKSPF Investment Plan will help in reducing carbon emissions. but in summary:
 - A number of projects notably the green grants scheme and the training of retrofit advisers should positively impact local businesses and potentially emissions from Council owned assets
 - Through community mobilisation we will be seeking to raise awareness of Net Zero issues and solutions
 - We are seeking to deliver green infrastructure in our key centres and boost biodiversity

- The Rural England Prosperity Funding will provide opportunities for businesses to gain funding towards improved sustainability.

23 This report provides an update on the progress of the UK Shared Prosperity fund and Rural England Prosperity fund. The plan addresses the most important current and potentially future issues the District and West Kent partners are facing across the investment priorities of Communities & Place, Supporting Local Business and People & Skills. The UK Shared Prosperity Fund Investment Plan has been endorsed by key local stakeholders and approved by the Department of Levelling Up, Housing & Communities.

Appendices

Appendix A - UK Shared Prosperity Fund Update PowerPoint

Background Papers

Detlev Munster

Strategic Head of Commercial and Property

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UK Government

LEVELLING
— UP —



UK Shared Prosperity Fund (UKSPF)

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Background and Aims of fund

Building Pride in Place

Increasing Life Chances

Levelling Up

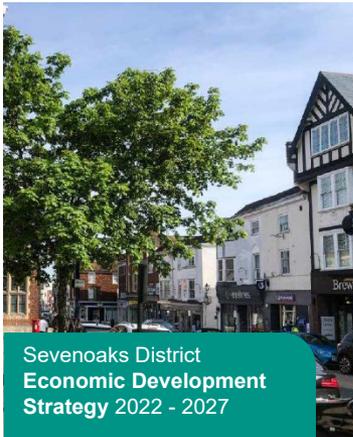
Page 30

- Boost productivity
- Spread opportunities
- Restore a sense of community
- Empower local leaders and communities
- Based on local needs and opportunities

Funding allocation

- £1,000,000 allocation for Sevenoaks District
- Funding from 2022 - 2025
- Investment Plan approval late Dec 22
- Guidance for monitoring and reporting still awaited
- Interventions from prescribed list
- Capital and Revenue
- Investment Priorities; Community & Place, Supporting Local Business and People & Skills

Linkages



**SEVEN
OAKS** DISTRICT
SO MUCH MORE



Better Together A Community Plan for Sevenoaks District 2022–2032

- Sevenoaks District Business Board
- Town and Parish Councils
- Town Teams / Business Partnerships / Business Support
- Businesses, Community/Voluntary Orgs, Rural businesses
- Skills providers
- District MP's
- Existing partnership groups

**LEVELLING
— UP —**

Community and Place Projects

2022 -2025



£374,000

Community & Place Interventions

- Capacity building and infrastructure to support local groups
- Community engagement and local regeneration
- Creation of an improvement to local green spaces
- Improvements to Town Centres and High Streets
- Enhancing existing cultural historic and heritage institutions

Community & Place Interventions

Project Name	Description	Intervention	Outputs	Outcomes
Social Value engine	Tool for showing social value outcomes which can help leverage further investment and in managing grants	E11 - Capacity building and infrastructure to support local groups	Organisations receiving grant funding	Accurate analysis of outcomes and improvement in engagement numbers of residents
Community Mobilisation	To support and deliver community grants, mobilisation and community hub projects.	E12 - Community engagement and local regeneration	20 local community led projects or events supported	Improvement in engagement numbers of residents participating in community activities
Community mobilisation grants	Grant funding to support community mobilization projects	E12 - Community engagement and local regeneration	20 community based organisations receiving grants	Increase in users of facilities/ amenities
Rural isolation	Community Pop ups to bring people together and build community links	E12 - Community engagement and local regeneration	100 individuals reached	Increase in users of facilities / amenities
Improving Green Spaces	Sensory garden to be created	E3 - Creation of an improvement to Local Green Spaces	One facility supported	Increase in users of facilities/ amenities
Supporting Town Centres	Capital project covering small public realm and greening improvements in our key centres	E1- Improvements to Town Centres and High Streets	Amount of public realm created or improved	Improved perception of amenities
Cultural / Creative Sector support	Support cultural and creative businesses through seedfunding to showcase cultural and experiential offer	E6 Enhancing existing cultural, historic and heritage institutions offer	10 organisations receiving grants	Improved numbers of residents engaging with arts

13
09
3

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Supporting Local Business Projects

2022 -2025



£293,000

Supporting Local Business Interventions

- Supporting decarbonisation and improving natural environment
- Funding for new and improvements to existing training hubs, business support offers, ‘incubators’ and ‘accelerators’ for local enterprise
- Support relevant feasibility studies
- Open markets and town centre retail and service sector
- Development and promotion of visitor economy

Supporting Local Business Interventions

Project Name	Description	Intervention	Outputs	Outcomes
West Kent Green Business Grant Scheme (partnership with TMBC)	A grant scheme to encourage local businesses to move towards zero carbon through grants.	E29 - Supporting decarbonisation & improving natural environment	15 businesses receiving grants	10 businesses adopting new to firm technologies
West Kent business support Programme (partnership with TMBC and TWBC)	A co-ordinated programme of business support across West Kent with events, training and mentoring service as well as seed funding grants.	E24 - Training hubs, business support offers, incubators and accelerators	20 businesses receiving non-financial support 20 businesses receiving grants	15 early stage firms which increase their revenue following support
Sector Skills Research	Study to investigate key sectors and skills within the District	E31 - Support relevant feasibility studies	Number of feasibility studies supported	Increase in knowledge of sectors as a result of research, future skills and support needs identified
Town Centre Activities	Events and promotions to support town centres, development and to grow cultural offer across all our town centres	E16 - Open markets and town centre retail and service sector	Supporting markets, retail, leisure and hospitality sector	Increased footfall
Alternative Visitor Economy Accommodation	Supporting the visitor economy by encouraging alternative and pop up accommodation across the District	E17 - Development and promotion of visitor economy	Number of businesses receiving non-financial support	Increase in visitor numbers
Digital Heritage and Visitor Economy Project	Feasibility study to utilise augmented and virtual reality to promote heritage and visitor economy assets	E31 - support relevant feasibility studies	Number of feasibility studies supported	Increase in projects funded as a result of feasibility study

People and Skills Projects

2024 -2025



£332,000

People & Skills Interventions

- Employment support for economically inactive people
- Green skills courses
- Funding to support digital skills

Page 40

No spending on this priority permitted until 2024/5

People & Skills Interventions

Project Name	Description	Intervention	Outputs	Outcomes
Growth Gurus	Community hub pilot to delivery support and access to services and preventing worklessness via triage service and holistic approach delivering training, signposting and employability support to young people.	E33 - Employment support for economically inactive people	Number of people accessing mental and physical health support leading to employment	Number of people reporting increased employability through the development of interpersonal skills
Support for Economically Inactive adults	Interventions for economically inactive adults who face barriers to employment. Outreach provision with specialist support provided	E33 - Employment support for economically inactive people	Number of people supported to access basic skills	Number of people engaged in job searching following support
Green Retrofit skills	Improved coverage and understanding of retrofit agenda in the District with training provided	E39 - Green Skills courses	Number of people gaining a qualification following support	Number of people completing a course following support
Upskilling in Digital Skills	Supporting business growth by delivering digital training to fill skills gaps.	E41 - Funding to support local digital skills	Number of people gaining a qualification on completion of a course	Number of people completing a course following support

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Rural England Prosperity Fund

Additional funding to support rural areas for Supporting Local business & Community and Place

- Page 12
- £500,000 Capital only allocation for Sevenoaks District
 - Supporting projects in rural areas
 - Addendum submitted in November awaiting approval
 - Spend to begin April 2023- end March 2025
 - Expecting definition of rural to cover majority of District

REPF Addendum - subject to approval

- West Kent business Capital grant programme based on feedback from businesses
- Small Business / Community Organisations
- Grants up to max of £25k
- Standard grant intervention rate of 50%
- West Kent authorities funding appointment of Rural support officer to support.

Delivery

- Monitoring and evaluation is key to releasing the full funding allocation
- Investment plan states agreed project allocations outcomes and outputs to deliver
- Expanded Business Board to provide local partnership group to oversee funding
- Working in partnership key to successful delivery

Key Next Steps

- Set up budgets and monitoring processes
- Recruitment of:
 - UKSPF Projects Officer
 - Town Centre Projects Officer
 - Rural Projects Officer
- Convene steering groups
- Set up business support programme
- Advertise grant opportunities

Further queries, please contact:

Emily Haswell, UKSPF lead officer

Emily.haswell@Sevenoaks.gov.uk

Economic Development Team

Improvement and Innovation Advisory Committee Work plan 2022/23 (as at 14/02/2023)

28 February 2023

- White Oak Residential
- UKSPF Update
- Corporate Peer Challenge - Follow Up Report
- Environmental Health Innovation update

June 2023

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WHITE OAK LEISURE CENTRE RESIDENTIAL QUARTER, SWANLEY - DEVELOPMENT PROPOSAL

Improvement and Innovation Advisory Committee - 28 February 2023

Report of: Strategic Head of Property and Commercial

Status: For Decision

Also considered by:

- Cabinet - 16 March 2023
- Council - 25 April 2023

Key Decision: Yes

Executive Summary:

In February 2022, Council approved the development of a residential scheme on phase 3 of the former White Oak Leisure Centre Complex. Approval was granted to undertake further feasibility and detailed design work and the budget was set and appropriate delegations were granted to allow the scheme to progress subject to the scheme remaining viable and planning permission being obtained.

In October 2022 the Council completed its first two phases for the re-development of the former White Oak Leisure Centre Complex and further feasibility work was undertaken for the residential development. During the intervening period since approval was granted, global and market events have had a significant impact on the project. The procurement approach has also been adapted to reflect the needs of modern methods of construction and the receipt of grant funding and following consultation with key stakeholders, improvements have been made to the scheme's design. The scheme remains feasible and a planning application is to be submitted in spring with construction works commencing in September 2023.

This report supports the Key Aim of: improvements to public realm and infrastructure and meeting housing targets. The provision of new housing is a key priority and pressure for the District.

Portfolio Holder: Cllrs. Peter Fleming, Matthew Dickins and Kevin Maskell

Contact Officers: Detlev Munster, Ext. 7099

Recommendation to Improvement and Innovation Advisory Committee:

- (a) The Advisory Committee endorse the proposed recommendations to Cabinet and Council.

Recommendation to Cabinet:

- (a) Cabinet notes the receipt of £840,000 grant funding from the One Public Estate Brownfield Land Release Fund which has required the need to adopt an accelerated procurement process;
- (b) Cabinet notes that this will be the Council's first modern methods of construction (MMC) scheme that will deliver 61 new high quality, environmentally efficient and sustainable homes and that the Council has procured a preferred contractor in compliance with procurement regulations and the Council's standing orders;
- (c) Cabinet recommends to Council the total project budget be increased to £21,852,476 and that the Capital Programme is accordingly amended;
- (d) Subject to Council's approval of the capital provision of £21,852,476 in the Capital Programme, Cabinet delegates authority to the Strategic Head of Property and Commercial and the Chief Officer Finance and Trading, following consultation with the Cabinet Member for Finance & Investments to undertake further detailed design and feasibility work and to proceed with the scheme subject to final scheme viability; s
- (e) Cabinet approve that the development site as outlined red in Plan A (appendix E) be appropriated for planning purposes in accordance with the section 122 of the Local Government Act 1972 (in reliance on section 227 of the Town and Country Planning Act 1990) consequentially facilitating the Council's powers under sections 203 to 206 of the Housing & Planning Act 2016 to override any outstanding interests;
- (f) Cabinet delegates authority to the Strategic Head of Property and Commercial in consultation with the Chief Officer Finance and Trading and the Head of Legal Services to submit a planning application and to enter into any necessary contracts to facilitate the development and construction of the proposed scheme in accordance with the Council's Contracts Procedure Rules and for the disposal of the residential units to be developed.

Recommendation to Council:

Council approves the provision of £21,852,476 in the Capital Programme to deliver this scheme which is to be funded as noted in the Financial Implications of this report.

Reason for recommendation: To provide much needed housing in the district particularly in Swanley.

Introduction and Background

- 1 Swanley is an urban settlement in the Northern part of the Sevenoaks District adjoining Dartford, Bexley and Bromley. Swanley is the most deprived area within the Sevenoaks District, with two of the wards (Swanley St Mary's and Swanley Christchurch) noted as having relative deprivation in the Local Plan. The town itself has excellent transport links with a motorway interchange providing junctions on the M25, M20, and A20 enabling travel both into Kent, Surrey and Central London. Swanley is within London Travel Zone 8 with Oyster travel into London in under 30 minutes.
- 2 The site sits within a residential area on the northern side of Swanley Town Centre. The new White Oak Leisure Centre and surface car park is located to the south and east of the site and the White Oak Indoor Bowls Club adjoins the site to the west. Existing residential units surround the remainder of the sites perimeter.
- 3 The proposed development aims to provide:
 - New homes including both flats and houses with private gardens
 - Communal green space at the centre of the site
 - Car parking
 - Trees
 - Enhancement of the urban fabric surrounding the new leisure centre
 - Energy efficient new homes
- 4 Profit from the construction of the residential phase is required to part contribute to the construction of the new leisure centre, already completed. As a result, all housing will be market sale with no affordable provision.

The Proposed Development Scheme

- 5 Several design options were considered for the site and the White Oak Residential scheme was approved by Cabinet on 10th February 2022 and Council on 22nd February 2022. The approved scheme was to provide up to 81 units, however further design and viability testing in addition to initial feedback from planning and Councillors has demonstrated that 61 units within its context and setting has the ability to create a better quality environment while maintaining viability and securing the required capital receipt. The preferred option (detailed in appendix A) proposes:
 - 13 x 3b5p houses
 - 8 x1b2p flats
 - 40 x 2b4p flats
 - Car parking spaces, private gardens, soft and hard landscaping and trees.
- 6 The proposed layout offers 61 residential units comprising one block of flats at four storeys in height, alongside 13 two storey houses with private

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gardens. This layout also provides 68 parking spaces with a green space and soakaway at the centre of the site. The remainder of the site is reserved for green space.

- 7 Initial planning and Councillor feedback has been obtained and suggestions have been incorporated into the preferred option to be taken forward.
- 8 The options appraisal suggests that the preferred option is viable from a planning and financial perspective, but further detailed analysis is required to refine the preferred option.
- 9 The next stage will undergo a further detailed investment appraisal to confirm viability, and the project will only proceed if it meets the scheme's aims and is within the financial parameters set (see Appendix B - confidential).
- 10 The scheme will be delivered through modular construction - a Modern Methods of Construction (MMC) technique. This is the creation of pre-fabricated buildings in a factory offsite, then delivered to the site for installation. The scheme consists of repeated sections called modules that are slotted together when installed on site. The modules can be of different shapes and sizes but are generally repeated to allow for economies of scale when producing the modules in the factory setting.
- 11 The benefits of this approach are that it allows for a speedier construction, greater cost control and faster return on investment, it minimises the time spent on site and therefore disruption to residents, it minimises waste and is more environmentally friendly. Construction in a factory setting also allows for a better quality product than on site where it is more open to user error and construction being affected by being open to the elements.

Procurement

- 12 In order to accommodate a MMC build, the procurement process has been adjusted to ensure early engagement of a MMC contractor. This is to ensure the designs are appropriate for the manufacturing process to be employed.
- 13 As a result the Council has procured a contractor through the Building Better Framework, set up by National Housing Federations Greenhouse Innovation programme in 2018. The framework is specifically for MMC developments and a call-off from the framework provides quicker and more efficient access to approved manufacturers and a readymade marketplace. The Council has subsequently appointed Top Hat as MMC contractor having undertaken additional due diligence checks. The contract has been accordingly staged to minimise risks and the project only proceeds subject to planning permission being obtained and the scheme remaining viable.
- 14 A visit was undertaken to see Top Hat, who are building out a 30,000 sqm site in Chatham (Kitchener Barracks), delivering 280 homes. They are

currently delivering homes on several sites across the country, with this being one of their largest sites. Top Hat has reviewed the designs and have also provided costings to support the viability appraisal. Another added benefit is that the White Oak residential project architects, Bond Bryan Architects, are the project architects on the Kitchener Barracks development in Chatham, and so already have established a good working relationship with Top Hat.

- 15 Top Hat is currently under a Pre-Construction Services Agreement (PCSA), allowing Top Hat to support the appointed architect and provide design input through RIBA Stages 2 and 3, before entering into a formal building contract during Stage 4. This ensures that they will only be fully appointed once planning is granted and the scheme remains viable. The two-stage process requires them to submit a bid for the second stage, allowing the Council the opportunity to review the position and withdraw should they wish to. A JCT Design and Build 2016 standard form of contract will be used and Top Hat will be procured on a fixed fee lump sum basis.
- 16 Further information regarding Top Hat and examples showcasing the quality of their work and projects delivered is attached at Appendix D.

Public Consultation

- 17 Input from Councillors has been taken into account and it is proposed that the local community and interested parties will be consulted in Spring 2023 to present the emerging scheme. Feedback will be used to refine the scheme where appropriate prior to submitting a planning application.
- 18 Following the pre-planning consultation, further consultation will take place as part of the statutory planning process.

Delivery Programme

- 19 The project’s indicative delivery programme, assuming planning consent is granted, is outlined in the table below. Note this is subject to change:

Milestones	Date
Milestone	Date
Public consultation	Spring 2023
Planning Submission	May 2023
Planning Determination	August 2023
Start on site	October 2023
Practical completion	Spring 2025

Project Costs

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Supporting information at Appendix B - exempt from publication under paragraph 3 “Information relating to the financial or business affairs of any particular person (including the authority holding that information)”

- 20 The sales values used by the external property consultant have remained as per the previous viability studies and have therefore been kept at 2021 values. Construction costs and interest rates have however increased substantially given global market conditions. At the time of the Council’s decision in February 2022, interest rates from the PWLB were circa 1.5% and have now increased to 4.5%. Construction materials have also experienced significant inflationary pressures of up to 30% since February 2022. These have consequently impacted on the scheme’s financials since last reported to Cabinet in February 2022. Our updated cost plan prepared by our cost consultants in consultation with Top Hat suggest that the scheme remains financially viable and their assessments have been closely scrutinised by the Council’s consultants, Property and Finance teams.
- 21 It is important to note that the cost plan reflects Top Hat’s unit pricing noted in the framework agreement and that these unit prices remain fixed and are adjusted annually (in September) in accordance with inflation. As a result, the cost plan has a very high degree of cost certainty and this price will be locked into. Details of the development appraisal can be found in Appendix B, where it can be noted that the scheme generates a profit that will be used to part-finance the new White Oak Leisure Centre. As the scheme progresses, the appraisal will undergo continuous stress testing to determine its sensitivities to cost pressures, interest rate rises, decline in sales values whilst the design continues to be developed and costs fixed via the pre-construction services agreement with Top Hat.
- 22 SDC was also successful with securing a grant of £840,000 via the Brownfield Land Release Fund for the White Oak Residential Scheme. The Brownfield Land Release Fund (BLRF) is a cross-government initiative between the Department for Levelling Up, Housing and Communities (DLUHC) and One Public Estate (OPE) which is delivered in partnership by the Local Government Association and the Cabinet Office. The funding will go towards infrastructure and remediation works.

Appropriation

- 23 It is recommended that as part of the development process Cabinet legally appropriate the development site for planning purposes. That is, that the Council is to declare that the land is no longer required for its former purposes but is required for facilitating the development and ensuring proper planning in the area. In order to appropriate the land, the Council should be satisfied on the requirements of sections 122 of the Local Government Act 1972 and section 203 of the Housing and Planning Act 2016.
- 24 In particular, although the Council has taken reasonable steps to identify

limitations on the land, appropriation would protect the Council from unexpected and disruptive injunctions.

- 25 Over time the site has become subject to assorted rights and covenants while the Council's former, extensive, holdings have become fragmented including under the transfer to West Kent Housing in 1989 and various Rights to Buy. It is possible that undocumented rights may have arisen, although no harms have been identified from this project.

Appropriation will facilitate the carrying on of development or redevelopment or achieve the interests of proper planning

- 26 The previous use of the site was as the former White Oak Leisure Centre. A new centre has been constructed and in operation for more than a year.
- 27 The proposed development has an extant permission granted under planning reference 19/02951/HYB. It is intended that a detailed permission will be sought for the housing phase and it would be dependent upon achieving that.
- 28 The appropriation would allow confirmation that the land was no longer required for its former purpose but was to be utilised for the carrying out of a development which has been given due permission.

The development is likely to contribute to the economic, social or environmental well-being of the area

- 29 The proposed development has outline permission as granted under planning reference 19/02951/HYB for development up to 40 residential units. The existing proposals are currently seeking a modest increase to the units.
- 30 In either case the development would provide high quality new housing for the town, which was recognised by the Officer's report for the original planning application as helping to meet a social need set out in policy. Further, the development of the housing also facilitates the development that has already taken place to provide modern leisure facilities for the north of the district.

Whether the use of Section 203 (to override rights) is proportionate with any interference with the human rights of those involved

- 31 In all its functions the Council must consider the impact of its decisions, ensuring that any negative or any positive impacts are balanced against each other and that any final decision is proportionate.
- 32 In this case Section 203 necessarily engages the rights to private property (Article 1 of the First Protocol of the ECHR) and Family Life (Article 8). The Council must therefore consider the balance in the decision to appropriate and whether the steps are only those necessary to achieve the legitimate aim. Should an interference arise in practice then it is considered that the

Agenda Item 10

role that the development would provide with much needed housing in the District and in facilitating the new leisure centre outweighs the impacts that the development would have. The steps are necessary but proportionate.

Contact with third parties with interests

- 33 Parties have not been individually contacted for the reasons set out above, while the certainty needed for the development would not in practical terms allow correspondence with all potential parties within existing timeframes.

Other Options Considered

- 34 The February 2022 Cabinet and Council report outlined the various alternative development options. Pertinent to this report, is that there are alternative procurement approaches that could have been deployed but were discounted. In particular, the Council could have continued down the route of a traditional design and build route, obtain planning permission and then tendered for a contractor. This route does not support MMC build, as it is imperative that for MMC projects, that a contractor is involved upfront in the design process. This ensures the scheme can be constructed and delivered cost effectively using MMC. Additional benefits of employing MMC are outline above in the report.
- 35 A condition of the grant funding is also a need to be in contract by 31 March 2023, and the procurement approach adopted facilitates this condition.

Risk Assessment

- 36 A table outlining the key risks relating to this project are outlined in Appendix C.

Key Implications

Financial Implications

- 37 The scheme is intended to be funded (ultimately) from capital receipts from the sale of the residential units (see Appendix B for more information).
- 38 The table below shows the expected expenditure over the duration of the project.

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£	£	£	£	£	£
Expenditure	250,000	2,050,000	9,500,000	7,450,000	2,602,476	21,852,476

- 39 61 residential units will be disposed of in the open market and according to

the Council's property consultant, they are expected to generate a sales receipt that will cover the scheme's cost and return requirements (see Appendix B).

- 40 Until the receipts from the sales of the residential units are received, short-term external borrowing will be used to fund the scheme. The potential financing costs are outlined in Appendix B.
- 41 Consideration will need to be given to the VAT implications of the project. Dependent on the use of some of the elements of the project it may require specific VAT treatment. Further VAT advice will be sought.

Legal Implications

- 42 The Council has freehold title of the site.
- 43 The Council leased White Oak to Sencio. This has now expired, allowing SDC to redevelop the site. There are no covenants that the council are aware of that are relevant to the development site. The property register states that the land is subject to easements arising from 1) sales of land to West Kent Housing and 2) sales to the public under right to buy. These are mostly unspecified. A full title report has been commissioned and further investigation will be undertaken.
- 44 The Council will need to apply for planning consent and obtain all other necessary statutory approvals (e.g. building control approval).
- 45 Due diligence assessments have identified that it would be suitable to appropriate the site for planning purposes including to ensure proper planning. The Council is authorised to appropriate land that it owns under Section 122 of the Local Government Act where no longer required for the purpose for which it was previously held. The Council may not appropriate any land which consists of open space land unless it has published its intention in a local newspaper for at least two consecutive weeks and given due consideration to any responses received.
- 46 The Council has procured a contractor using a public framework agreement that is compliant with public procurement regulations and the Council's standing orders. The JCT Form of contract is being used and the contract has been staged to safeguard the Council's position from unnecessary costs.
- 47 The Council will need to comply with the OPE Land Release Fund grant conditions. While the conditions are not overly onerous, a key requirement is for the Council to be in contract by the 31 March 2023. The Council has consequently procured a contractor using the Building Better Framework and has accordingly staged the contract.
- 48 There are no state subsidy implications associated with the proposed scheme.

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- 49 The legal implications of appropriation are as otherwise set out in the report.

Equality Assessment

- 50 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. A positive impact on end users is, however, anticipated. In particular, it is worth noting that appropriate “equalities requirements” will be specified in the various contracts to be entered into for the demolition and construction of the scheme. In addition, the scheme is designed to promote an inclusive environment.

Sustainability

- 51 A sustainability checklist has been completed and was previously reported. The scheme will aim to be delivered in line with SDC’s Net Zero ambitions.

Conclusion

- 52 This dynamic scheme provides good quality new homes on the site of the old White Oak Leisure Centre and car park. In addition, it will provide new open space, trees and enhanced landscaping. Together with the new White Oak Leisure Centre it presents a unique regeneration opportunity for Swanley that will set a new design and sustainability benchmark for future growth.

<p>Appendices</p>	<ul style="list-style-type: none"> • Appendix A -Design details • Appendix B - Cost plan and development appraisal (Gold Papers - exempt from publication exempt under paragraph 3 “Information relating to the financial or business affairs of any particular person (including the authority holding that information)” • Appendix C - Outline Risk Assessment • Appendix D - Top Hat Information • Appendix E - Site Plan for appropriation purposes
<p>Background Papers</p>	<ul style="list-style-type: none"> • Hybrid planning application ref: 19/02951/HYB • LSI Architects: White Oak Residential Feasibility Study • Geotechnical Investigation report • Cabinet Report dated February 2022 <p>The following background documents are exempt from publication. The applicable reason for this redaction is paragraph 3 of Schedule 12A of the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information). This is because it could prejudice the returns of a commercial tender that the</p> <ul style="list-style-type: none"> • Pathfinders Development Consultant (October 2021): White Oak Residential Viability Appraisal • LSH’s Residential Market Assessment - Bevan Place • Playle and Partners (October 2021): White Oak Residential Order of Cost Estimate • Airey Miller (November 2022): White Oak Residential Financial Appraisal

Detlev Munster
Strategic Head of Property & Commercial

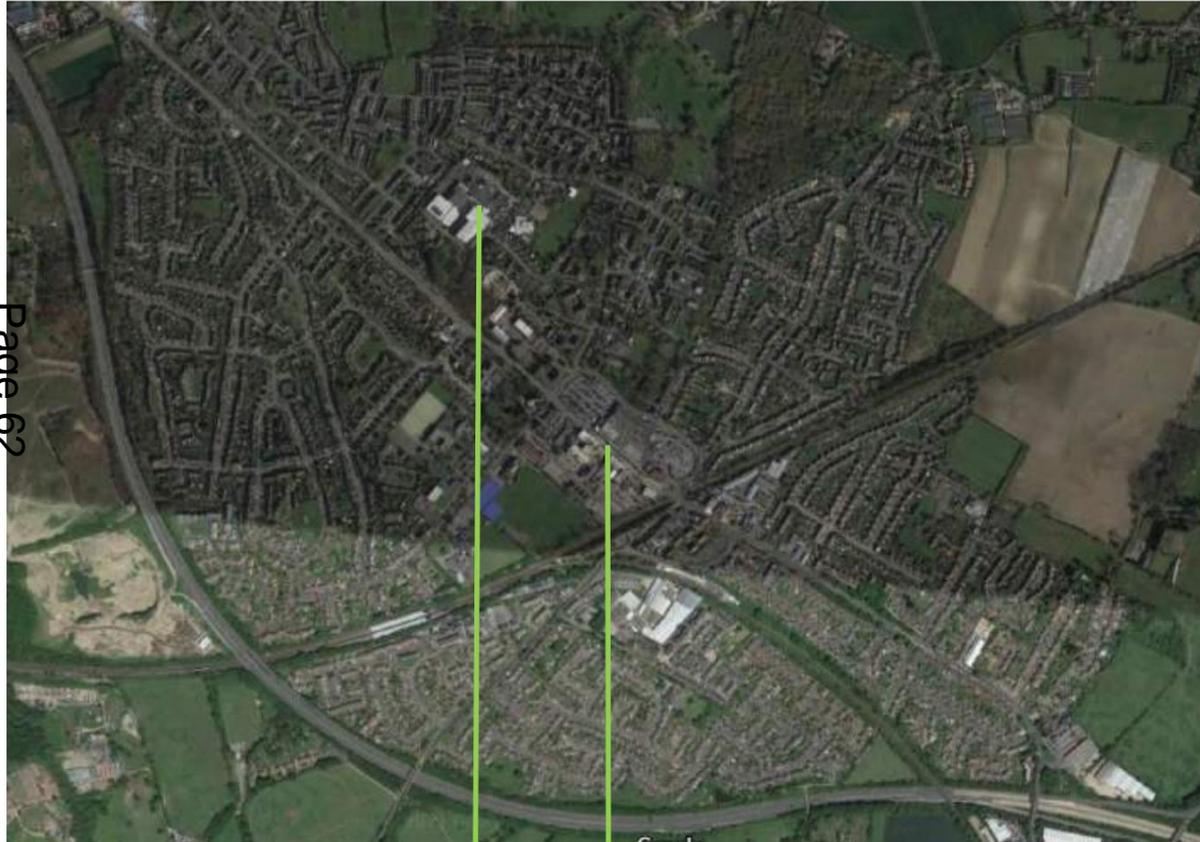
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B O N D B R Y A N

White Oak Residential Development
Swanley

Situation



Development site

Town Centre

Area for residential development

Built 2022

White Oak Residential Development

Context



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Leisure centre



2 storey dwellings

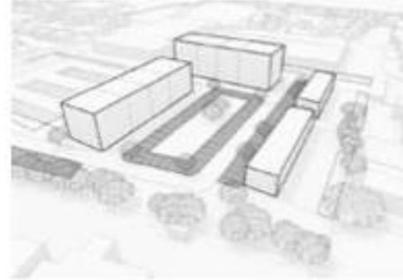


Apartment blocks

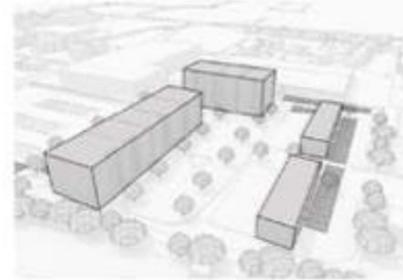
Agenda Item 10

White Oak Residential Development

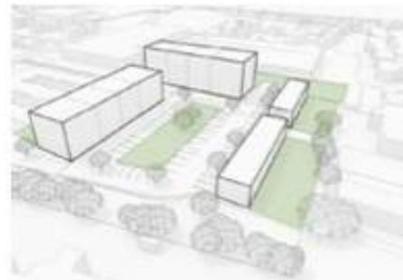
Design development



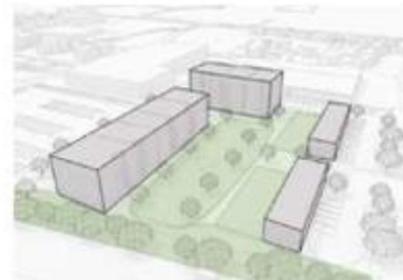
Stage 1 proposal: dominating car park arrangement



Potential to push parking to perimeter



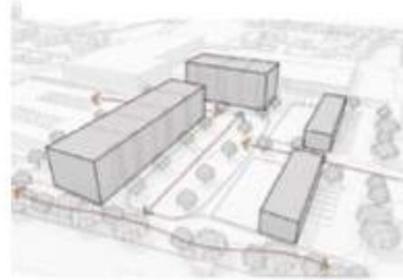
Stage 1 proposal: fragmented green space



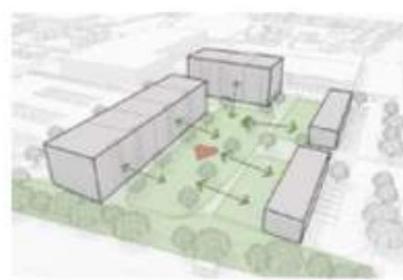
Potential to bring green spaces together



Precedent images: communal green space and varied building forms



Potential to improve permeability and connectivity through the site



Creating a green heart with building frontages responding to the shared green space

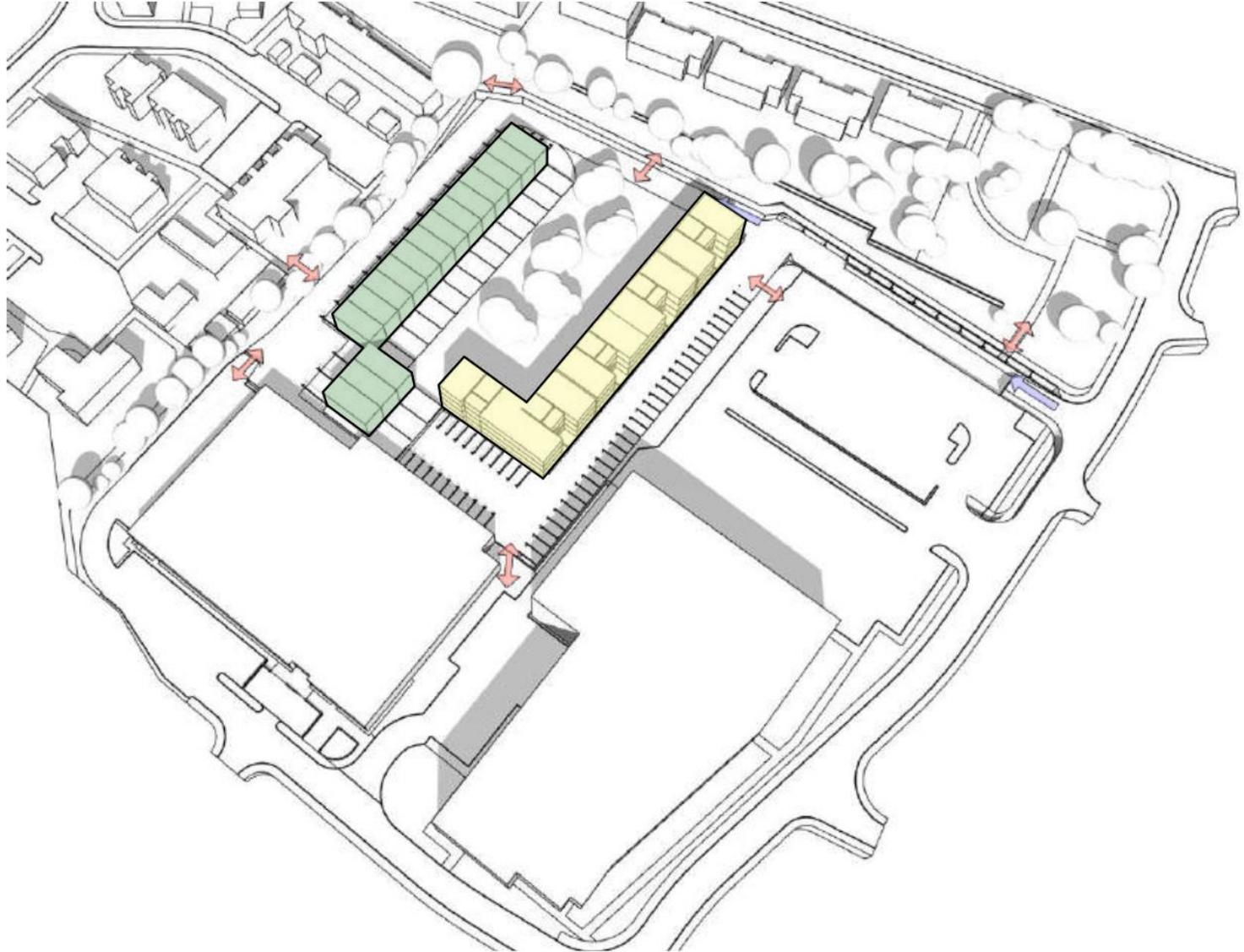


White Oak Residential Development

Design development



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White Oak Residential Development

RIBA 2 – Option B (Preferred Option)



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Typology				
Key	Type	Number of storeys	NDSS Target area (sqm)	Quantity

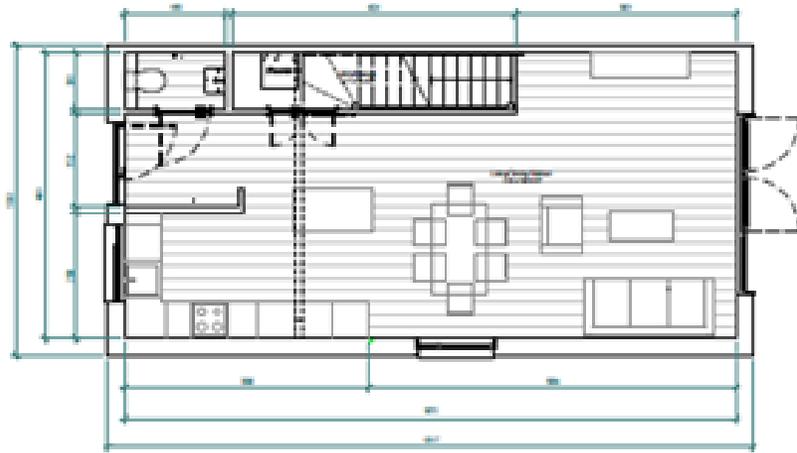
Apartment 4 storeys block				
	1b2p	1.00	50.00	19
	2b4p	1.00	70.00	31
				50

House				
	3b5p	2.00	93.00	13
				13
				63

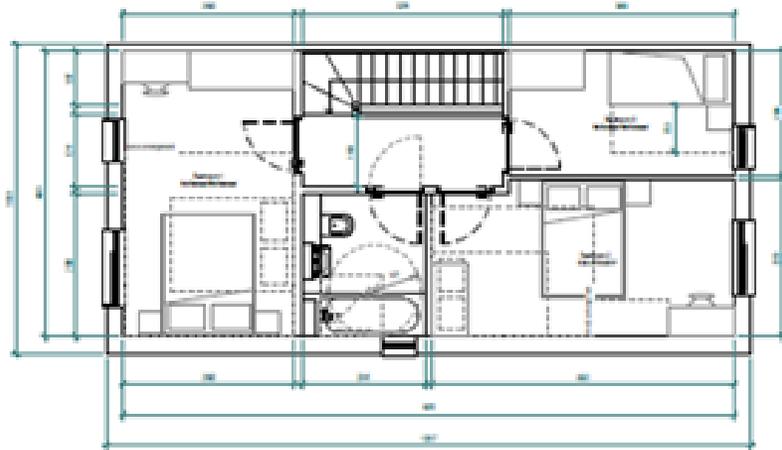
Parking Schedule		
Type	Quantity	

Space_Parking	68
---------------	----

3-Bed house internal layout



Ground floor plan



First floor plan

2-Bed flat internal layout





White Oak Residential Development

Modular Construction



Artist's Impressions



Appendix C - Outline Risk Assessment

The table below summarises the projects risk register and outlines the key project risks considered relevant for this report.

TYPE	DESCRIPTION	MITIGATION
Finance	Capital receipts from the sale of the residential units are not achieved.	Residential units are appropriately designed and to be finished for the target market. Intention is to also commence marketing of units as soon as possible to achieve off-plan sales. This will allow us to gauge and track market interest. In unlikely event that sales are not achieved, Council will consider issuing AST (place on market for rent) through an appropriate vehicle and delay capital receipts.
Finance	Change in interest rates resulting in a higher cost of capital	Rates will continue to be monitored and always considered on the side of caution.
Finance	Correct VAT treatment for this complicated scheme may increase costs.	Expert VAT advice being sought to assess and minimise any financial impact.
Planning	Planning consent not obtained.	Pre-planning discussions will take place with the planning and highways authority and advice incorporated in the scheme. Initial feedback has been positive.
Developer	SDC acting as developer is exposed to more risk than in previous capital projects where it has transferred risk by procurement via frameworks and developers.	Ensure adequate resourcing, programming, contingencies and robust project management in place. Team will ensure procurement of suitable, well qualified consultants and advisors to assist in delivery where needed.
Economic/Health	Impact of Covid-19 pandemic, (tender pricing, risk pricing, programme fixing, contractual amendments, availability of labour, availability of materials, onerous sub-contractor conditions), causes additional cost and/or delay to the programme.	Include Covid19 question in PQQ. Provide detailed tender information to assist on risk assessment and mitigation. Close monitoring of Covid-19 and latest government guidance. Contingency and inflation allowance provided.
Construction	Capital costs exceed budget due to factors including: construction market tender disinterest, tender risk cover pricing, tender period over Christmas, covid-19 costs.	Contractor appointed using BBF Framework which has agreed rates schedules that are competitive. As a result, cost certainty with construction costs (manufacturing) is obtained.
Construction	Delays in scheme approval lead to increased costs due to construction inflation.	Robust information submitted to allow SDC Committees/Cabinet/Council to make timely decisions. Project Contract sum based on programme.
Construction	Problems during ground works (contamination/obstructions/soil type) exceed allowances based on RIBA stage 3 surveys, cause delay and extra costs.	Detailed ground investigation surveys will be undertaken prior to a contractor being appointed. Realistic contractor and client contingencies in place for unforeseens.

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		Knowledge already available from Leisure Centre construction to feed into design/construction of residential.
Public opposition	Residents oppose the scheme.	Community engagement undertaken in 2017 when consulting on leisure centre redevelopment. Extensive discussion with local Members to refine and improve the design.



TopHat

Who we are

Technology enabled manufacturer of volumetric modular homes, established in 2016.

Based in a dedicated 125,000sqft advanced manufacturing facility in Foston, Derbyshire, the business currently employs 200 people.

TopHat's integrated technology platform drives industry leading design variation and customisation, manufacturing efficiency and quality.

The UK's first zero embodied carbon house builder TopHat has diversified routes to market through:

- Page 74 ✓ Turnkey
- ✓ Partnerships
- ✓ Private sale

TopHat has invested more than £150m of private sector funds to date in the development of the company.



Key accomplishments

- First true digital home manufacturer with scalable systems and process
- UK's first zero embodied carbon home builder
- 200 homes already in the ground featuring 12 different house types
- Catalogue of 22 semi-detached and detached homes and 7 apartment types, with an established 4 week DfMA process for a new production ready house type using TopHat standard details
- 5 year framework with Ikea/Skanska joint venture, Boklok, to deliver all their off-site homes in the UK
- Place on the Building Better Framework to deliver circa 500 homes per year

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Pipeline –strategic partnerships



Boklok

5 year framework Agreement to deliver upwards of **1,500** homes.

2022 – 210 homes

2023 – 500 homes

2024 – 500+ homes

2025 – 500+ homes

This represents 70% of F1 capacity.



Goldman Sachs

Strategic Partnership with Goldman Sachs BTR fund to deliver several billion pounds of BTR product with the first 4 sites, **800** homes already identified.



Building Better

A 5 year framework covering over 30 housing associations allowing the direct appointment of TopHat to deliver both houses and apartments. The framework, in the first 2 weeks, has generated close to **1,000** homes of enquiries.



Delivered projects



The Slivers, Rugby

CLIENT	NUMBER OF HOMES
Urban & Civic	38



Kitchener Barracks, Chatham

CLIENT	NUMBER OF HOMES
TopHat Developments	280



Airport Road, Bristol

CLIENT	NUMBER OF HOMES
BoKlok	77



White Road, Chatham

CLIENT	NUMBER OF HOMES
Medway Council	20

Kitchener Barracks, Chatham

NUMBER OF HOMES	CLIENT	SQUARE METRES
280	TopHat Developments	30.000



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Kitchener Barracks, Chatham

This project involves the construction of over 300 residential units on a former Ministry of Defence site in Chatham, Kent.

The homes are a mixture of 1 and 2-bedroom apartments and 2, 3, 4 and 5 bedroom houses. All houses are either delivered to national space standards or above and all significantly exceed the requirements of Part L.

The project is a development owned by TopHat and being delivered as a turnkey solution by TopHat Communities under a D&B JCT contract with the development SPV.

The site involves the delivery of over 600 modules, across each of the different house types and phases.

The site is very difficult, with a significant fall from the top to the bottom of the site. It has therefore been essential that the phasing and sequencing is cognisant of the site challenges. The project is being delivered in various phases, with Phases 1 and 2 now complete and Phase 3 due to commence in February 2021.

The site also includes a heritage building, which TopHat has also developed and completed. This demonstrates our ability to take on more complex sites than most offsite manufacturers.

All completed units have been sold by TopHat, with no issues occurring in sales from concerned mortgage lenders etc. In fact, the sales point of Kitchener Barracks has exceeded other local developments.

The houses have been delivered to an outstanding air tightness, with less than $1\text{m}^3/\text{hr}/\text{m}^2@50\text{pa}$ being achieved in some of the homes. This has been achieved through the use of triple glazing and exceptionally high levels of insulation.

The homes have been delivered with a number of environmentally efficient technologies, including MVHR systems and wastewater heat recovery. This is in addition to the exceptional air tightness.

The completed units have therefore all received excellent EPC scores.

The final phase of the work commences in February 2021 and is used to offset any spare capacity in the factory.



The Slivers, Rugby

NUMBER OF HOMES	CLIENT	SQUARE METRES
38	Urban & Civic	3500



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Agenda Item 10



The Slivers, Rugby

This project involves the construction of 38 residential units for Urban & Civic in Rugby, Northamptonshire.

The homes are a mixture of 2, 3 and 4 bedrooms, terraced and semi-detached. In total, 76 modules are being used for the delivery of this project.

The project is a supply-only contract, delivered under a JCT D&B Contract, directly with the developer.

The site is very tight and known as the Slivers, with access from a single entrance, as shown in the below image.

TopHat has worked with the developer and the Local Authority to ensure the project obtained planning permission based on the standard TopHat designs.

The houses are being delivered across a phased, 6-month programme to suit the sales aspirations of the developer.



White Road, Chatham

NUMBER OF HOMES

20

CLIENT

Medway Council

SQUARE METRES

1500



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White Road, Chatham

The design, supply and installation of 20 affordable homes at an infill site in White Road, Chatham.

The project was delivered under a D&B JCT contract. The project was constructed using 40 volumetric modules, with the top volume of the house having an integral roof structure.

The homes are all 2-bedroom, 4 person homes, delivered in accordance with national space standards and exceeding the requirements of Part L.

All homes have achieved an airtightness of less than $3\text{m}^3/\text{hr}/\text{m}^2@50\text{pa}$, a significant improvement on the $5\text{m}^3/\text{hr}/\text{m}^2@50\text{pa}$ required by the client.

The homes have been delivered under a turnkey, design and build contract by TopHat, working with a local groundwork subcontractor preferred by the local Authority.

The site is very tight, located behind an existing community centre and was essentially a waste ground. As can be seen from the plan above, there is a single, tight entrance onto the site.

TopHat secured the project in early 2020 and worked with the Local Authority to develop the design and obtain planning permission, based on the standard TopHat house designs.

TopHat commenced the works in the summer of 2020, clearing the site and installing infrastructure for the homes. The first modules were installed in October 2020 and completion was achieved in December 2020 to the high satisfaction of the client.



Airport Road, Bristol

NUMBER OF HOMES

77

CLIENT

Boklok

SQUARE METRES

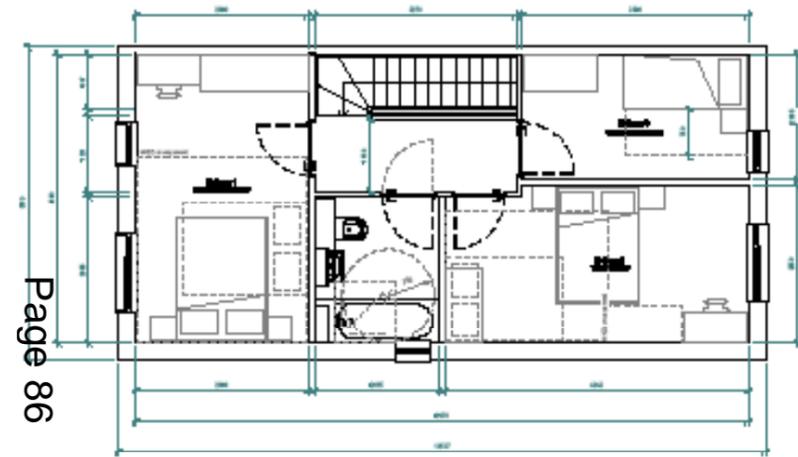
7100



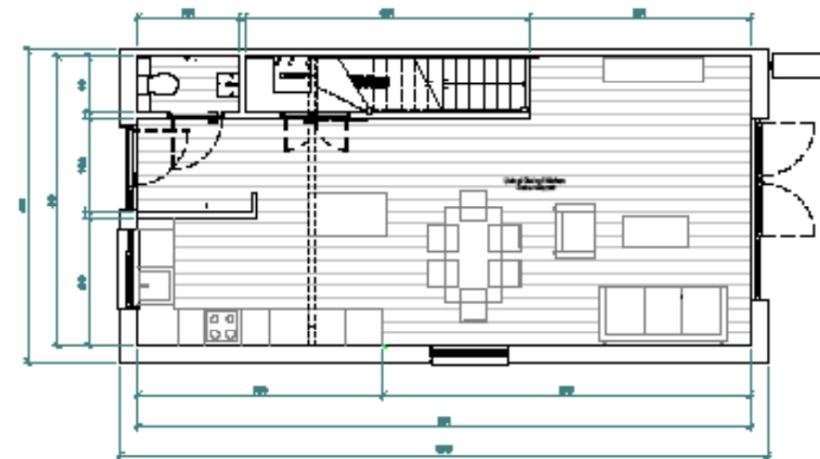
Proposed house type



3Bedroom_5Person



First floor plan



Ground floor plan



Tenure:

Market Sale and Affordable

Standards:

- NDSS compliant as 3B_5P (if en-suite variation selected NDSS compliant as 3B_4P only)
- M4(2) compliant (porch upgrade required, not shown on the plan)
- Doors and windows are Secured by Design compliant
- Window positions shown on the plans above will vary depending on the elevation option selected
- Please refer to project specific specification for product's layout options, finishes and fittings

Proposed apartment type



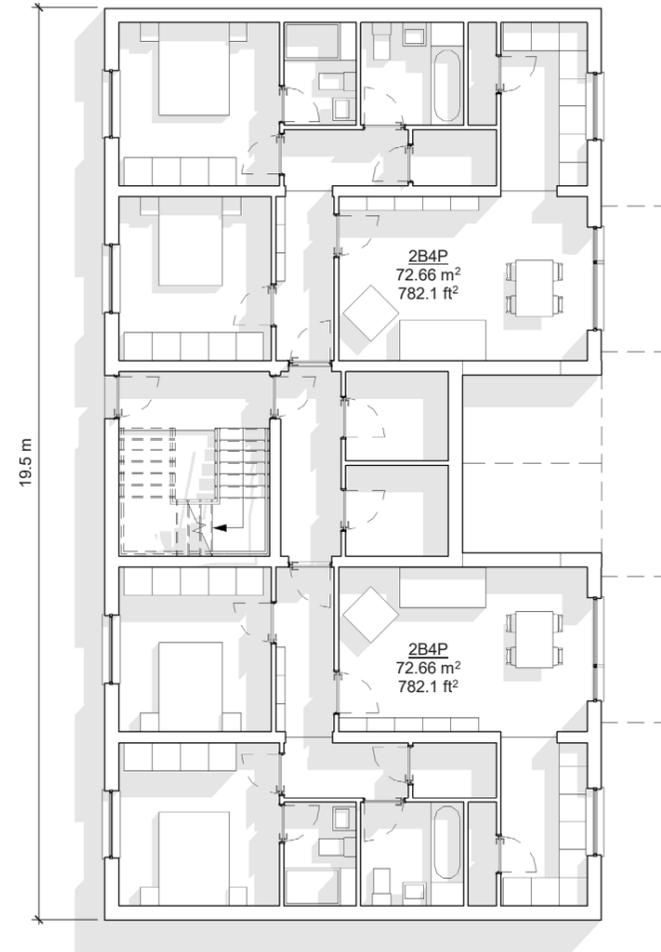
THGA 1_50.6 sqm / 72.66 sqm

1Bedroom_2Person 2Bedroom_4Person



THGA 2_72.66 sqm

2Bedroom_4Person



Tenure:

PRS

Standards:

- NDSS compliant as 1B_2P & 2B_4P
- Doors and windows are Secured by Design compliant
- Window positions shown on the plans above will vary depending on the elevation option selected
- Please refer to project specific specification for product's layout options, finishes and fittings



*Images for illustrative purposes only

Cladding technology

A comprehensive range providing a total solution



Buff



Red - Multi



Charcoal



Red



Buff Roman Format



Slate Roman Format



Built examples

TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
1.0 Roof Form	1.1 Front to back pitch (F/B)	✓	✓	✓	✓
	1.2 Side to side pitch (S/S)				

Page 90	2.0 Energy	2.1 Compliant with Part L				
		2.1.1. Fabric air tightness 5m3/m2h @ 5Pa or better	✓		✓	
		2.1.2 Vaillant Eco-Tec or similar gas boiler				
		2.2 35% reduction - ASHP				
		2.2.1 Electric air-source heat pump with hot water tank	✓	✓	✓	
		2.2.2 Standard radiators baseline	✓	✓	✓	
		2.2.3 Flat panel radiators upgrade				
		2.3 Net Zero Carbon				
		2.3.1 3m3/m2h @ 50Pa or better		✓		
		2.3.2 Daikin or similar electric air-source heat pump with hot water tank				
		2.3.3 MVHR system		✓		
		2.3.4 Roof-mounted PV panels		✓		
		2.3.5 Roof-mounted PV panels with battery storage				

2.2.1 Air source heat pump (electric)

Brand Vaillant

Model Unitower and Aerotherm-plus

Size External unit (mm) 765 high x 450 deep x 1100 wide
Internal unit (uniTOWER) 1866 high x 693 deep x 595 wide

Performance Excellent A+++ rated, SCOP of ~4.5

Description Monoblock Air Source Heat Pump with integrated high performance direct hot water cylinder

* Unit manufacturer may vary from this dependant on supply



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
3.0 External Finishes	3.1 Roof				
	3.1.1 Clay/ concrete tiles baseline	✓	✓	✓	✓
	3.1.2 Pressed metal				
	3.2 Cladding				
	3.2.1 Mauer printed brick system - A2 rated (see separate catalogue)	✓	✓	✓	
	3.2.2 Mauer brick slip system - A1 rated				
	3.3 Windows				
Page 91	3.3.1 PVCu Logik chamfered sash	✓	✓	✓	
	3.3.2 PVCu Logik flush sash				
	3.3.3 Alu/timber composite				✓
	3.3.4 Aluminium triple glazing				
	3.4 External Doors				
	3.4.1 GRP skinned solid door	✓	✓	✓	
	3.4.2 Alu/timber composite with fan light only				✓
	3.4.3 PVCu patio door 2035 x 2100	✓	✓	✓	
	3.4.4 Alu patio door 2035 x 2100				✓
	3.5 Porch				
	3.5.1 Canopy	✓	✓	✓	
	3.5.2 Surround				✓
	3.6 Rainwater goods				
	3.6.1 Plastic gutter down pipe	✓	✓	✓	
	3.6.2 Aluminium gutter and down pipe				✓

3.2.2 Standard radiator baseline

Brand Sterad or similar

Model K1 Classic Compact

Size Selection of radiator sizes based on room size and load requirements

Colour White

Description Standard profiled panel



3.1.1 Clay/ Concrete tile baseline

Brand Marley or similar

Model Clay or Concrete

Colour Smooth grey or Mosborough red*

Size 400x400mm



3.6.1 Plastic gutter & downpipe

Brand Floplast or similar

Model Square line

Size 114mm gutter and 63mm square downpipe

Colour Anthracite grey



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
4.0 Internal Finishes	4.1 Bathroom wall and floors				
	4.1.1 Porcelain 300x600mm wall tile baseline	✓	✓	✓	
	4.1.2 Porcelain 600x600mm floor tile baseline	✓	✓	✓	
	4.1.3 Porcelain 300x600mm wall tile upgrade				✓
	4.1.4 Porcelain 600x600mm floor tile upgrade				✓
	4.1.5 Wood effect LVT tile baseline	✓	✓	✓	
	4.1.6 Multipanel single wall panel	✓	✓	✓	
	4.2 Floor coverings				
	4.2.1 Wood effect vinyl tiles (to all ground floor) baseline	✓	✓	✓	
	4.2.2 Engineered wooden flooring to all ground floor				✓
	4.2.3 Carpet (to stairs and FF landing and bedrooms) baseline			✓	✓
	4.2.4 Carpet (to stairs and FF landing and bedrooms) upgrade				

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4.1.1 Ceramic tile

Brand Parkside or similar

Model Kirn

Colour Bianco White to family bathrooms
Beige to en-suites "

Size 600 x 600mm floor tiles and 300 x 600mm wall tile

Performance Suitable for exterior and interior use in wet areas

Description Matte finish

"*Includes full height tiling to walls around bath and shower and half height tiling to remaining walls apart from upstand behind the sink and toilet which is supplied as bathroom furniture (refer to 7.3 Bathroom Furniture)



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
5.0 Kitchen	5.1 Furniture				
	5.1.1 Slab panel doors baseline	✓	✓	✓	✓
	5.1.2 Shaker doors upgrade				
	5.1.3 Carcass baseline	✓	✓	✓	
	5.1.4 Wooden carcass				✓
	5.1.5 Laminate top baseline	✓	✓	✓	
	5.1.6 Quartz top upgrade				✓
	5.1.7 Silestone top upgrade				
	5.1.8 Handles baseline	✓	✓	✓	
	5.1.9 Handles/ handleless upgrade				✓
	5.2 Kitchen sink and tap				
	5.2.1 Surface mounted sink	✓	✓	✓	
	5.2.2 Undermounted sink				✓
	5.2.3 Bristan or similar kitchen tap baseline	✓	✓	✓	✓
	5.2.4 Hansgrohe or similar kitchen tap upgrade				
	5.3 Appliances*				
	5.3.1 Hotpoint oven, hob & extract	✓	✓	✓	
	5.3.2 Bosch				✓
	5.3.3 Miele or similar				

- * Appliances included are hob, oven and extract
- * Client requested alternative specification items will be considered
- * Unticked items are client cost options

5.1.1 Doors

Manufacturer Woodlands, Symphony or Benchmarx

Model Slab door - Egger laminate wrapped

Colour Cashmere grey in matt finish

Size Base units - Standard height and widths

Highlevel units Standard tall units in standard widths

*Door and plinth to be provided to allow purchasers to fit integrated dishwasher and washer dryer



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
6.0 WCs and bathrooms	6.1 W.C and family bathroom sanitaryware				
	6.1.1 Ideal Standard or similar WC sink baseline	✓	✓	✓	
	6.1.2 Ideal Standard or similar family bathroom sink baseline	✓	✓	✓	
	6.1.3 Ideal Standard or similar toilet baseline	✓	✓	✓	
	6.1.4 Ideal Standard or similar bath baseline	✓	✓	✓	
	6.1.5 Roca or similar WC sink upgrade				✓
	6.1.6 Roca or similar Family bathroom sink upgrade				✓
	6.1.7 Roca or similar Toilet upgrade				✓
	6.1.8 Bath pole and curtain baseline	✓	✓		
	6.1.9 Bath screen glass upgrade			✓	✓
	6.2 Brassware				
	6.2.1 Bristan or similar basin tap baseline	✓	✓	✓	
	6.2.2 Hansgrohe or similar basin tap upgrade				✓
	6.2.3 Bristan or similar bath filler baseline	✓	✓	✓	
	6.2.4 Hansgrohe or similar basin bath filler upgrade				✓
	6.2.5 Bristan or similar shower mixer baseline	✓	✓	✓	
	6.2.6 Hansgrohe or similar shower mixer upgrade				✓
	6.2.7 Waterworks or similar upgrade throughout				
	6.2.8 Toilet holder + door clothes hooks baseline	✓	✓	✓	✓
	6.2.9 M4(3) grab rail pack				
	6.3 Vanity Furniture				
	6.3.1 No vanity furniture and mirror baseline	✓	✓		
	6.3.2 Vanity furniture, concealed cistern and mirror cabinet unit			✓	✓

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6.1.4 Bath

Manufacturer Ideal Standard or similar

Model Tesi

Colour White

Size 700(W) x1700(L)

Description Acrylic bath with waste overflow in chrome. White acrylic side panel front to allow maintenance access

*lower overflow version required if 110 l/per person per day required



6.2.1 Basin tap baseline

Manufacturer Bristan or similar

Model Orta tap

Colour Chrome

*to WCs only



6.2.3 Bath and shower mixer upgrade

Manufacturer Bristan or similar

Model Clio Bath filler

Colour Chrome

*to family bathrooms



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
7.0 Electrical fixtures and fittings	7.1 Lighting				
	7.1.1 Pendant baseline	✓	✓	✓	
	7.1.2 Pendant upgrade				✓
	7.1.3 Recessed downlight baseline	✓	✓	✓	✓
	7.1.4 External porch light baseline	✓	✓	✓	
	7.1.5 External porch light upgrade				✓
	7.1.6 External patio light baseline	✓	✓	✓	
	7.1.7 External patio light upgrade				✓
Page 95	7.2 Sockets and switches				
	7.2.1 White PVC baseline	✓	✓	✓	
	7.2.2 White PVC USB sockets upgrade				✓
	7.2.3 Brush aluminium upgrade				
	7.2.4 Brush bronze or brass upgrade				
	7.2.5 Shaver socket in master bedroom ensuite	✓	✓	✓	✓
	7.3 Media				
	7.3.1 TV and Wifi media plate	✓	✓	✓	✓
	7.3.2 Sky+ connection in living room and master bedroom				
	7.4 Heating and H&S				
	7.4.1 Standard central thermostat	✓	✓	✓	✓
	7.4.2 Hive or similar thermostat				
	7.4.3 Heat and smoke detector	✓	✓	✓	✓

- * Appliances included are hob, oven and extract
- * Client requested alternative specification items will be considered
- * Unticked items are client cost options

7.1.1 Pendant baseline

Manufacturer Hager or similar

Model 624SEL212/9

Colour White

Size 700(W) x1700(L)

Description Safety pendant set 9" - short skirt



7.1.3 Recessed downlight baseline

Manufacturer Ovia or similar

Model Nano 5

Colour White

Diameter 90mm



7.1.4 External porch light baseline

Manufacturer Aurora or similar

Model EN-WL5BLK

Colour Satin chrome or Matt black

Description 240V GU10 IP44 aluminium fixed up/down wall light black(white)



TopHat specification

TopHat Specification item		Standard	Net Zero	PRS / Sale	Premium
8.0 Internal joinery	8.1 Internal doors				
	8.1.1 Plain flush door	✓	✓	✓	✓
	8.1.2 Thirsk grained door				
	8.1.3 Ironmongery baseline (zoo)	✓	✓	✓	✓
	8.1.4 Oversized internal doors				
	8.2 Skirtings and architraves				
	8.2.1 baseline	✓	✓	✓	✓
	8.2.2 upgrade				
	8.3 Stairs				
	8.3.1 Baseline (painted handrail, mdf treads)	✓	✓	✓	
	8.3.2 Upgrade (timber handrail, mdf treads)				✓
	8.3.3 Upgrade (softwood handrail and stair)				

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8.1.1 Internal doors plain baseline

Manufacturer Ian Firth, Vicaima or similar

Model IFV.10 Paint grade plus

Colour White primed

Size Imperial Door Sizes, Thickness 35mm

Description Semi solid core, supplied and fitted with quicksemble hinges in a chrome finish



8.1.3 Door furniture baseline

Manufacturer Zoo or similar

Model ZCS050SS

Colour Satin stainless

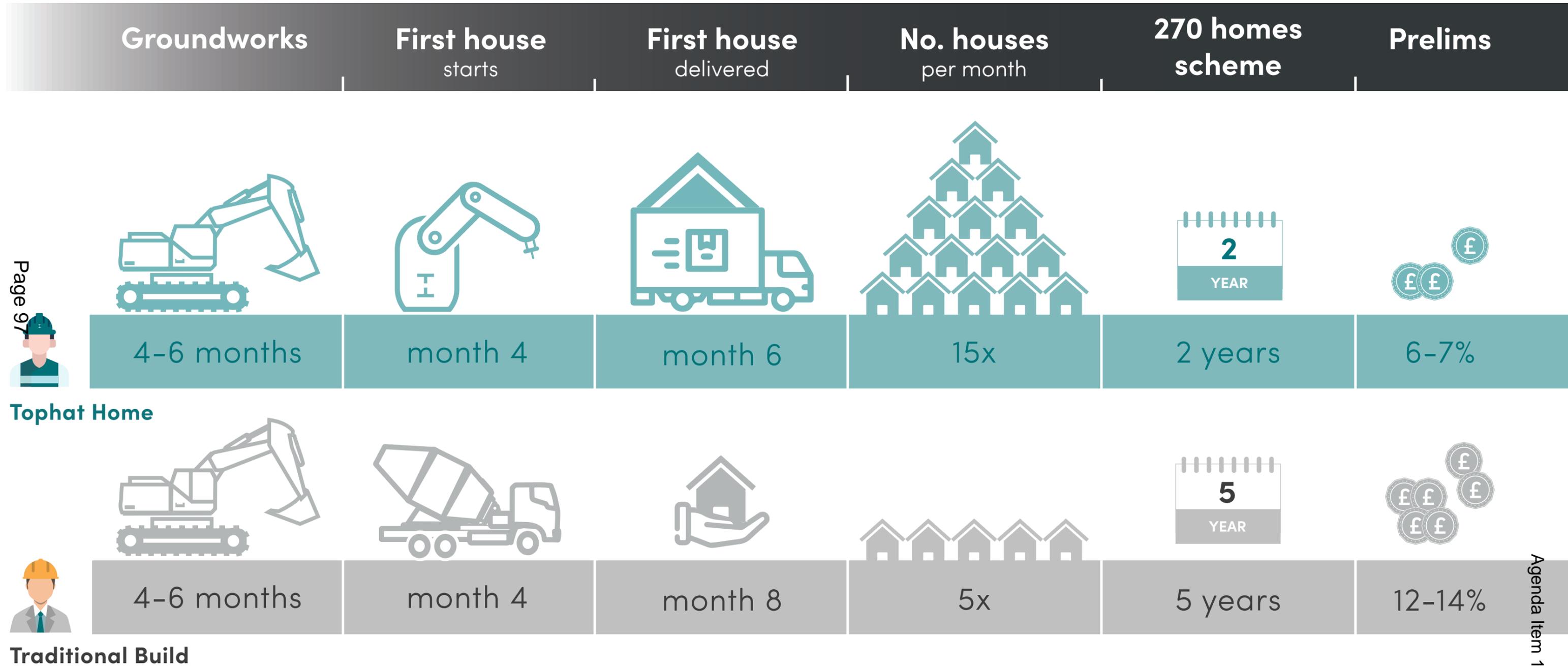
Size 125mm x 19mm dia oval section handle

Description Associated hardware to match



Timescales

Methods of construction timescale comparison.



Tophat Home



Traditional Build

Sustainability

Our approach to delivering homes is highly sustainable. Not only in operation, but in delivery too.

A TopHat home has 82% less embodied carbon than a traditional home, as we use low carbon impact materials, such as timber, and reduce waste through precision manufacturing. TopHat homes are also significantly better to run, with our standard homes achieving over a 50% reduction in carbon emissions over a 60 year period. Our standard homes also exceed all current environmental legislation and performance requirements.

The homes we deliver have the environment and sustainability at their core, through both intelligent decision and smart manufacturing processes. In practical terms, we design so that all homes we manufacture use less energy and can be zero carbon.

We don't stop at the end user experience. Through every stage of design and manufacture we are seeking to build in high levels of environmental and sustainability performance. This is achieved through less waste in the construction process and a significant reduction in transportation to and from sites.

Through the reduction of drafts and heat leakage, to the addition of features such as solar panels and the use of proprietary cladding systems, the costs of heating and running a TopHat home are reduced. Our homes minimise their the day-to-day impact on the environment.

Our choice of materials and where we source them also improves sustainability as we've in-creased the life expectancy of our homes, ensuring that they perform for the long term.



Impeccable environmental and social standards

Ultra low embodied carbon, lower energy in use, affordable homes at scale, and jobs created where they are needed.

The greenest new homes being built at scale in the UK today:

Ultra low embodied carbon	Future Homes Standard ready	Lower carbon in-use	Lower lifetime energy costs
<ul style="list-style-type: none"> ✓ Timber frame all sustainably sourced ✓ Low carbon cladding ✓ 82% less embodied carbon than the average new build home ✓ Already 65% lower than the RIBA 2030 target for whole life embodied carbon 	<ul style="list-style-type: none"> ✓ Structure designed ready to take enhanced levels of insulation ✓ All TopHat homes have air source heat pumps as standard 	<ul style="list-style-type: none"> ✓ A TopHat home will save a significant amount of the CO₂ compared to a traditional house ✓ 50% reduction in carbon in use compared to a traditional house ✓ Air source heat pumps as standard can deliver net zero carbon with the use of PVs ✓ TopHat will deliver net zero carbon as the grid becomes green 	<ul style="list-style-type: none"> ✓ Substantially less energy consumption than the average home in England (~30% lower than a traditional house¹) ✓ Zero bill option can be delivered, with potential to leverage the offering between zero bills for customers (100% capital contribution) and no capital contribution, but 100% revenue opportunity for TopHat (which could be securitised)

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Addressing the significant shortage of affordable social housing and creating jobs where they are needed:



Sources: Statista, WSP Analysis (1) Refers to a 3 bed house which is not a new build.

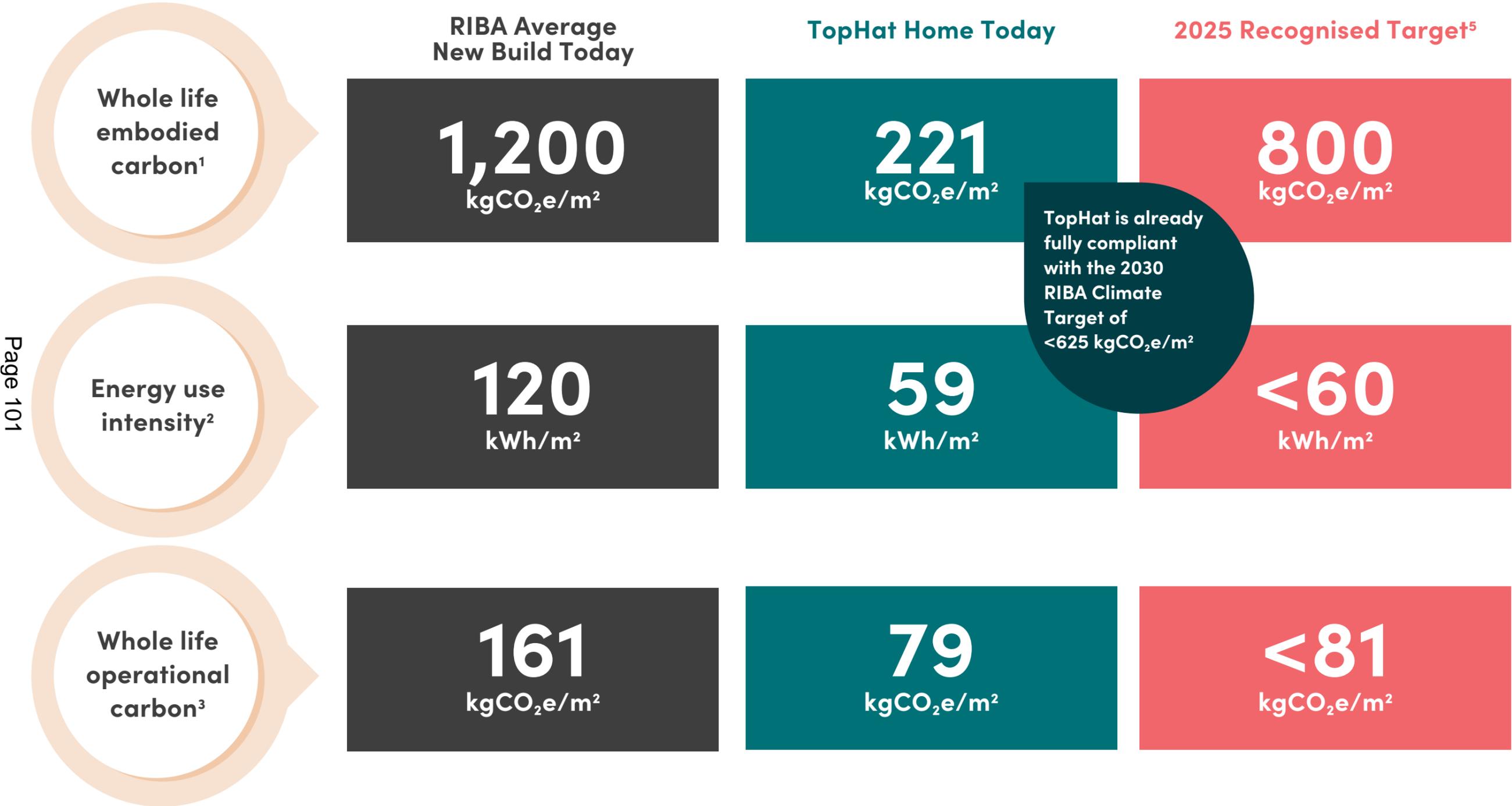
EU taxonomy

To meet Article 9 standards, TopHat needs to make a contribution to at least one environmental objective while doing no significant harm to any other environmental objectives, as well as comply with social safeguards and technical screening.

Specified environmental objectives	TopHat's contribution
Climate change mitigation	<p>Instead of using heavily polluting materials, such as concrete and bricks, TopHat uses materials that have a significantly reduced impact on the environment</p> <p>The use of sustainable timber for TopHat homes has a long term positive impact, as additional trees are planted, which over time will sequester CO₂ out of the environment. Based on Class A1 A3 embodied carbon, when factoring in carbon sequestration, the TopHat product actually results in a reduction in CO₂</p> <p>The TopHat home already has significantly less whole life embodied carbon than the 2030 target set by RIBA (RIBA 625kgCO₂e/m² v TopHat 221kgCO₂e/m²)</p> <p>TopHat uses air source heat pumps to provide heat, which are all electric, eliminating the use of gas and reducing TopHat's environmental impact climate change adaption</p>
Climate change adaption	<p>TopHat's homes are designed to meet the UK Government's Future Homes Standard, which will come into force in 2025. This requires homes to be ready for future environmental changes, with better building performance</p> <p>TopHat homes are also all electric, meaning that as the grid continues to decarbonise, TopHat homes become lower carbon overtime</p> <p>TopHat homes are factory built, using automation driven from a 3D model, which means each home has a digital twin, enabling future adaptation and change much more easily than a traditionally built home</p>
Sustainable use and protection of water and marine resources	<p>TopHat's homes use no water in their manufacture, as opposed to traditionally built homes, which according to the NHBC use about 8,000 litres of water on average</p> <p>The elimination of water reduces the risk of contamination to existing water courses, whilst also reducing consumption pressures</p>
Transition to a circular economy	<p>TopHat's homes can be de constructed, and reused or rebuilt</p> <p>If a particular site became unviable or uninhabitable, it is feasible for a resident to move their home to another location</p> <p>The TopHat digital twin allows for adaptation in the future as well and changes can be made much more easily than a traditionally built home</p> <p>Pollution prevention and control</p>
Pollution prevention and control	<p>By building homes in a controlled, factory environment, we are reducing the risk of pollution into the environment</p>
Protection and restoration of biodiversity and ecosystems	<p>Does no significant harm</p>

Embodied carbon lifecycle assessment

At present, TopHat meets and exceeds RIBA targets set for 2025.



(1) New build, compliance approach. (2) The amount of carbon emitted during the making of a building. (2) Indicator of the energy efficiency of a building’s design and/or operations. (3) The amount of carbon emitted during the operational or in use phase of a building. (4) Business as usual, standard house, from RIBA. (5) Based on RIBA 2025 target; RIBA 2025 target assumes a highly decarbonised grid, which will benefit TopHat too, as an all electric provider.

Zero carbon houses specification

TopHat can deliver Zero Carbon Houses based on our standard modular fabric. We define these as having net zero CO₂ emissions over the course of a year resulting from regulated energy use. The below is based on energy use and CO₂ emission calculations performed in SAP 9.92 as required by ADL1A 2013 (amended 2016).

Roof	Modular timber frame ceiling cassette fully filled with mineral fibre insulation. A conventional trussed rafter roof is constructed on site following the placement of modules. A further layer of mineral fibre insulation is installed in the roof space. U value of 0.11 W/m ² .K
Walls	140mm structural timber frame, fully filled with mineral fibre insulation. An additional layer of mineral fibre insulation is applied to the outside of the structural frame. Finished externally with a highly realistic brick effect ventilated façade system, U value of 0.17 W/m ² .K
Floors	Suspended timber ground floor cassette fully filled with mineral fibre insulation, U value of 0.13W/m ² .KW/m ² .K
Windows	PVCu double glazed windows achieving a whole unit U value of 1.2 W/m ² .K Possible triple glazing dependant on location.
Air Permeability	Between 3 and 5 m ³ /m ² /hour @ 50Pa
Heat generator	Air Source Heat Pump (ASHP), currently Vaillant AroTHERM
Heat emitter	55°C radiators
Water heating	From main ASHP system via 190 litre domestic hot water cylinder with immersion heater boost and disinfection function, currently Vaillant UniTOWER
Ventilation	MEV (centralised continuous extract ventilation) from wet rooms and kitchen, trickle vents to provide fresh air
Electrical installation	Conventional twin and earth system, with first floor distribution board to aid modularisation
Lighting	100% LED
Renewable energy	Solar photovoltaic system (PV). Minimum system capacity of approximately 3kWp, for example a THC 1 house type in ZCH guide would require 2.88kWp single south facing array. An example system from Viridian Solar, based on the Clearline Fusion product would comprise 9 portrait format PV panels 320W resulting in an array is 5.4m high and 3.3m wide
EV charging	Optional provision for 7kW EV charging point to front or side façade of house

This specification requires that a sufficient area of suitably orientated roof be available for PV installation. This is generally possible but does depend on the orientation and roof form, both of which should be considered at planning stage to ensure the cost of ZCH houses is minimised. Please see Impact of Orientation and Roof form on ZCH - RD Briefing Note for further explanation of specification and cost implications.

1 NO POVERTY



TopHat delivers energy efficient homes, which the poorest in society will be able to afford to heat, assisting in the reduction of fuel poverty

TopHat creates increased capacity in the housing market, enabling more people to access affordable, high-quality homes.

TopHat creates well paid jobs within areas of higher unemployment and away from areas of saturated employment. As a living wage employer, we create higher value jobs, in areas with more affordable housing.

3 GOOD HEALTH AND WELL-BEING



We use modern manufacturing techniques to reduce manual lifting, working at height and other dangerous activities typically associated with construction. The outcome is a lower risk of injury and poor health.

4 QUALITY EDUCATION



TopHat supports its employees by providing access to further education, supporting people through apprenticeships and degrees.

TopHat works with those who have had limited educational opportunity, creates a supportive working environment and creates learning opportunities through apprenticeships.

All employees in TopHat have access to continued education and training, via a range of different means to suit their aspirations, aims and intentions.

5 GENDER EQUALITY



TopHat does not accept any form of discrimination and will publish its paygap on an annual basis. We will enable women to have a full and effective engagement in our decision making.

We use technology, intelligent work practices and modern manufacturing techniques to create greater access for women to the workforce.

TopHat will adopt policies that actively promote gender equality throughout the TopHat business.

6 CLEAN WATER AND SANITATION



TopHat will develop manufacturing processes that eliminate the use of water to manufacture the homes in our advanced manufacturing facility.

We will design homes that minimise water usage, putting less pressure on a limited supply.

7 AFFORDABLE AND CLEAN ENERGY



TopHat does not build homes that consume fossil fuels at the point of ownership, with all homes powered by electric alone. This eliminates the use of fossil fuels by the owner, whilst also eliminating CO2 emissions on the development.

All TopHat houses will achieve a minimum EPC score of B - demonstrating the delivery of new homes that exceed minimum targets.

All TopHat homes will be adaptable to ensure PVs and other green and new technologies can be easily added to the home.

8 DECENT WORK AND ECONOMIC GROWTH



TopHat will achieve higher productivity, through technological upgrades and innovation. We will create new jobs in highly-sustainable, low-carbon industry.

We will focus on growing our business, without environmental degradation, through the use of renewable, sustainable and alternative materials, wherever possible.

Create high value work opportunities for young people and people with disabilities, whilst ensuring equal pay for equal work.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



TopHat promotes inclusive and sustainable industrialisation, by creating sustainable homes, in areas less economically well-off.

TopHat invests and promotes innovation through a dedicated research and development team, who develop, test and assess new, sustainable technologies and products.

TopHat develops a product that increases affordability of homes, by increasing

10 REDUCED INEQUALITIES



TopHat's homes are used in the regeneration of regions, where new, affordable and sustainable homes are needed.

TopHat delivers homes that cater for the needs of a wide range of people, providing accessible homes, that are affordable and safe places to live.

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11 SUSTAINABLE CITIES AND COMMUNITIES



TopHat provides access to safe and affordable homes for the majority.

TopHat delivers new homes that don't cost the earth and can, in fact, be used to reduce carbon emissions.

TopHat delivers homes that support positive economic, social and environmental links between urban areas where we deliver homes, and more rural areas where we build them.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



TopHat will deliver homes that sustainably consume materials, resulting in no net increase of CO2 emissions from our activities.

TopHat develops new materials and products to reduce our environmental impact where existing materials are highly impactful.

TopHat generates no waste from the production of our homes.

13 CLIMATE ACTION



TopHat designs and delivers homes that are fit for future climate change.

TopHat uses principles, such as biophilic design, to make our homes more resilient to climate action.

15 LIFE ON LAND



TopHat actively purchases sustainable timber that results in reforestation.

TopHat actively develops homes that improve local biodiversity and encourage native tree planting.

16 PEACE, JUSTICE AND STRONG



TopHat will act in an accountable and transparent manner at all levels.

TopHat will act in a non-discriminatory manner at all times, positively enforcing behaviours that encourage the same.

17 PARTNERSHIPS FOR THE GOALS



TopHat is committed to working in public-private and public partnerships to ensure better outcomes for the widest cross section of society.

We will continue to monitor our activities and provide data to our partners.

Commerical and contract structure

Payment structure

For elements of work associated with traditional site activities, such as groundworks and infrastructure, TopHat works on the basis of a monthly application process and 21-day payment terms.

For the module elements, TopHat has a slightly different process as follows (each percentage is off just the module value and payable within 21-days):

- 10% design fee on signing the contract
- 10% on the commencement of manufacture
- 50% on the completion of the modules and vesting of ownership in the customer. (In practice, this means the customer pays for the modules after they are installed on site, due to 21-day terms.)
- 20% upon completion of the module install
- 10% upon practical completion.

The payments are typically broken down into phases when looking at larger schemes.

The payment profile means that the customer typically has the benefit of the modules on their site, before 80% of the payment is made, significantly altering the risk profile.

This is only possible due to the financial backing enjoyed by TopHat.

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This favourable funding structure means that customers are not having to pay large sums of money for modules that are not in their ownership, greatly assisting in the financing of schemes.

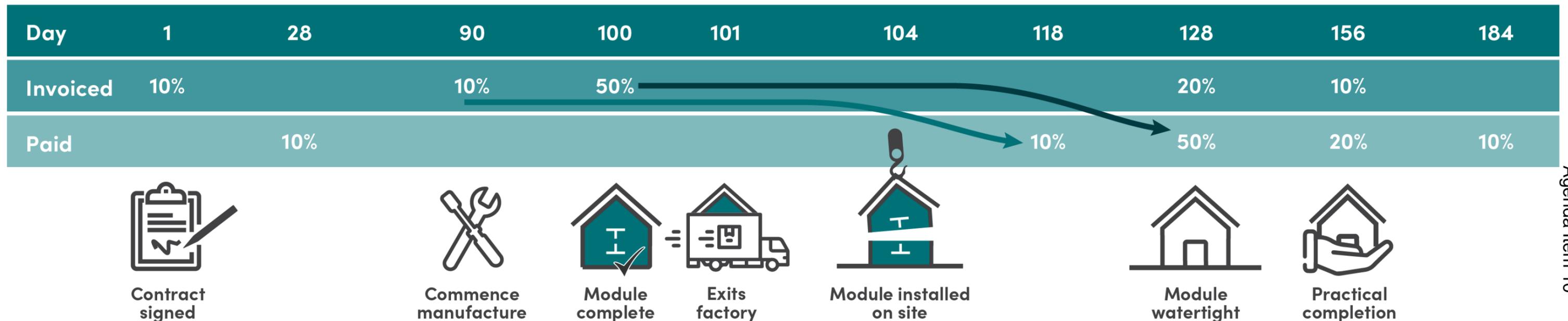
Different forms of contract

TopHat has experience of working with a wide range of different types of contract. The two most commonly used are the NEC and JCT.

Our strong preference is for a JCT design & build contract as it is typically best understood by the market and suppliers.

The NEC is a good contract for larger, complex projects. However, it requires a significant amount of managerial time, which would put costs up, for limited benefit in this environment.

TopHat have also used more bespoke contracts, such as the High Value D&B contract used by the Department for Education, which is easily adaptable. This is also a good, clear contract.



Agenda Item 10

Accreditations, certifications and awards

Through repeated processes and designs, we are able to ensure quality much more easily than a traditional construction approach. Aligned with high-tech manufacturing, where quality is inspected several times prior to a home leaving the factory, the outcome is a better home, time after time.

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Mortgage providers on Kitchener Barracks



Insurances and warranties

All TopHat homes are Lloyds Register certified and BOPAS assured for a 75-year design life.

Our R&D team are currently working through the NHBC Accepts process to get an accredited version of our system. The time frame for this is clearly not a fixed one, but our aim is to have it done for Summer 2022. We are assuming c. May / June for having an approved product.

We have identified technical solutions to the challenges placed by NHBC and are working through a testing and approvals process as part of our TRL and MRL process.

We have various hold points within our manufacturing process and invite external parties including building control to participate in regular inspections.

We have used BLP, Checkmate and Buildzone to provide 12 year warranties on our Kitchener Barracks site as part of our proof of concept process and are typically using Checkmate and Buildzone on other projects.

Standard TopHat approach

All TopHat homes are made from a timber frame and come with a 3D printed brick façade as standard. The advantage of this approach is that our homes have a very low embedded carbon, typically 1/27th of a traditional masonry house (within appendices).

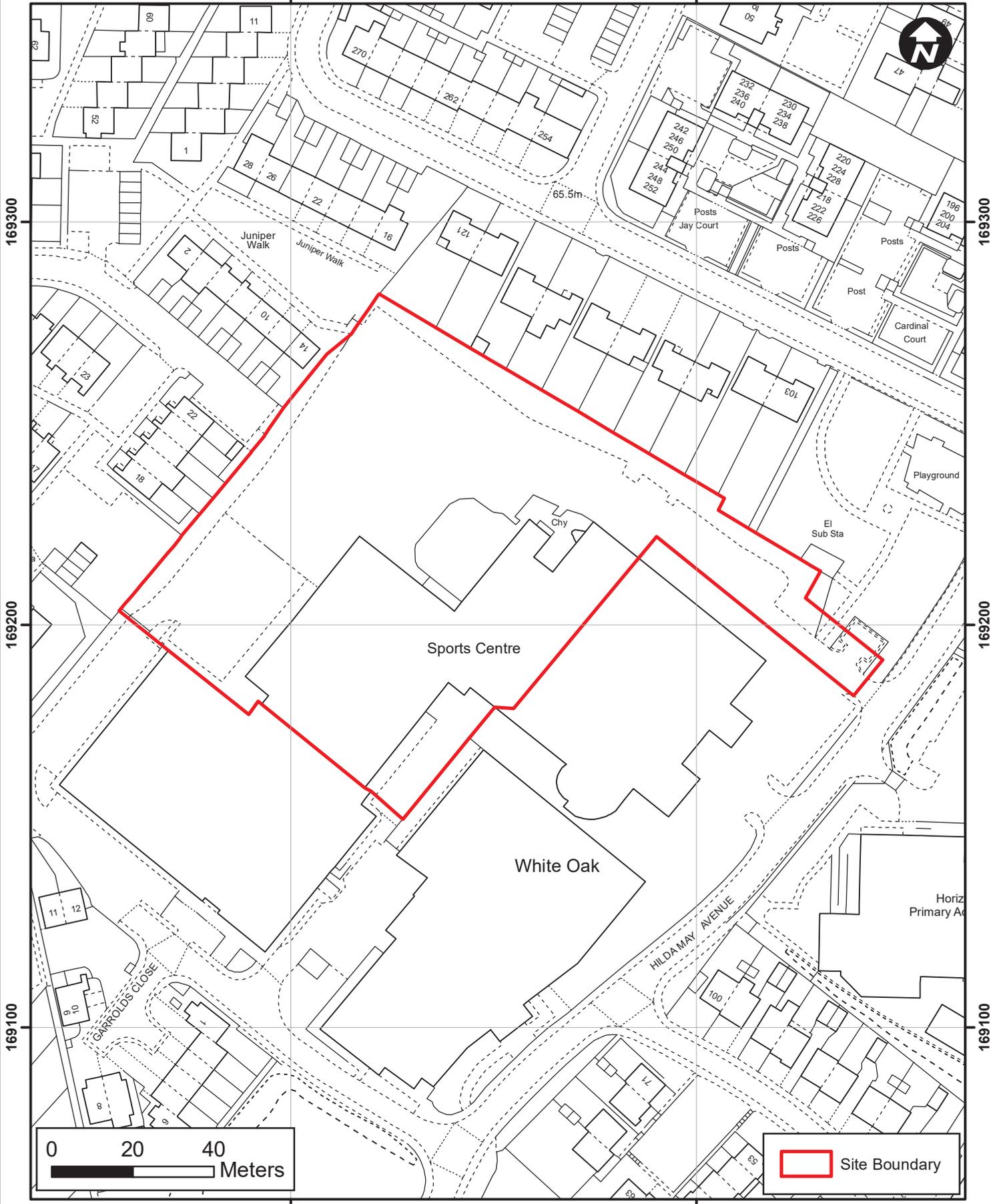
Standard performance includes the following:

- ASHP for hot water and heating that ensures compliance with Part L 2024.
- Airtightness of 5m³/hr/m²@50PA, although in practice this is typically c.3 m³/hr/m²@50PA.
- Wall u-value of 0.23.
- Window u-value of 1.4.

Enhanced options are available and have been delivered on various projects in the past, including airtightness of 1m³/hr/m²@50PA.



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