

PICK EVERARD

Two Chapels Option Study
for

Cheltenham Borough Council



CHELTENHAM
BOROUGH COUNCIL

Document History

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I.0 Introduction

Cheltenham Borough Council currently operate a cremation service from two Grade II listed Chapels located in the centre of the Cheltenham Cemetery. The Chapels are restricted in use for a number of reasons:

- The chapels were not designed for cremations, and whilst they have been adapted, this limits sight lines during services.
- Parking and access to the site is very constrained and swap over between ceremonies creates anxiety amongst visitors at a time when they wish to be calm and reflective.
- The existing cremators are not functioning well and need to be replaced.

This report explores the commercial viability of using the existing chapels to generate an income, which would then enable additional funding to realise the aspiration of replacing both chapels at the same time.

The option study considers the merits of retaining one of the existing chapels longer term, compared to replacing both chapels with new facilities and the opportunities for any commercial enterprise to be delivered from any surplus estate.

2.0 Background

In September 2015, Cabinet approved in principle the building of a new crematorium and subsequently in October 2015 approved a total project budget of £7,443,100, with £6,523,000 allocated to the new chapel development. These approvals allowed for the “scope for future expansion in the medium to long term”.

With the professional service support of Pick Everard and Willmott Dixon, both appointed under the Scape National Framework for Project Managers and Quantity Surveying and Major Works, respectively, a feasibility study has been completed for the new chapel.

Through adjustment of internal funding sources, Cheltenham Borough Council may wish to consider the reallocation of funding to support the development of two new chapels. The approval in September 2015 mandates one new chapel. Prior to any formal Members approval for a second chapel, the Cabinet proposed and approved in the meeting 8th November 2016, for a Business Case to be undertaken to assess the option of constructing both chapels simultaneously and to consider the commercial opportunity of re-developing the existing chapels for an alternative use.

Access to the construction site and to the new chapel(s) is the subject of a separate study. Existing access is difficult, winding its way through the cemetery. As a minimum, it is considered necessary for a separate haul road for the duration of the construction and for this to be accommodated within the original project budget.

A key risk is identified in relation to the reliability and life expectancy of the existing cremation plant. Cheltenham Borough Council are committed to protecting the environmental quality and heritage within the locality as well as providing local bereavement services for its residents. New cremation plant will be more efficient, consume less fossil fuels and reduce CO₂ and mercury emissions. Replacement of the existing plant is deemed as urgent.

3.0 The Option Study

The primary purpose of developing this detailed assessment is to identify a preferred option, which demonstrably optimises value for money. This Option Study will seek to establish:

- The service requirement and current service offer from the existing chapels
- The options for either part or full chapel relocation
- The potential options for re-use of the two chapels to generate a regular and sustainable income for the client
- The investment that would be required to remodel the chapels to provide suitable locations for such a commercial opportunity
- Local support and partner opportunity for any commercial use.
- Demonstrate the overarching affordability of the preferred solution
- Identify a projected timeline to deliver the improvements to ensure this aligns with the proposed new chapels' development and ensures a continuum of service operation during transition.
- Identify significant risks to any such commercial venture and consider mitigation strategies

There are number of work-streams involved in collating the information to provide a comprehensive review of any investment options. This study will methodically present the data and then compile comparative options for easy assessment.

3.1 The Current Bereavement Service Capacity

In 2016, Cheltenham crematorium facilitated 2043 cremations, averaging 39.3 per week, 7.86 per day. The current cremators compromise optimum efficiency and if they provided reliable service, it would be possible to increase the number of cremations per day up to 14 between the two chapels.

Ten services per day is the current limited maximum due to the constraints of unreliable cremators, which includes an unpopular 9am slot. There is also an option to provide a Saturday morning service in the future.

Two chapels and two cremators are required to support both current demand and potential future demand as summarised below. It is understood that service capacity should not be impacted by split sites for the chapels, however there could be increased costs of transfer of coffins from the existing site to the new cremation facilities. This would reduce current levels of revenue as well as compromising the potential additional income that might be secured through alternative use of the chapels.

3.2 Demography and Demand

Current statistics indicate that 49% of bereavement services are provided for residents of Cheltenham, with a further 46.5% of services for people living within a 15-mile radius of Cheltenham but not Cheltenham Borough residents.

It is difficult to project future potential requirement for cremation services based upon demographic behaviour. Generally, we are living longer and the impact of future government policies (such as immigration or student funding) and changing economic circumstances may all impact choice of the individual.

From the Sub National Population Projections (SNPP) 2014 data that is available, it may be suggested that for the catchment areas within a 15-mile radius of Cheltenham, there could be an estimated 28% increase in deaths over the next 20 years.

The Joint Core Strategy (JCS) team, who are responsible for strategic housing planning in Cheltenham, Gloucester and Tewksbury and they consider predicted employment growth, indicate a slightly higher increase in population – 1 no. additional person for every 4 no. persons under the SNPP data. However, with JCS focussing upon growth, it may not necessarily follow that the population increase will result in proportionate increase of mortalities.

For the purposes of this assessment, we have based our calculation upon a 28% increase in demand over 20 years. The data suggests that the increase in deaths will occur in the latter part of the 20 years, although we have assumed a straight-line increase.

Therefore, based upon these assumptions, the capacity of two chapels supported by efficient cremation facilities will be able to support up to 70 services per week, with demand increasing, based upon current demographic data, up to 50 services per week in the next 20 years.

The requirement for two new chapels and the sustainable efficiency that can be achieved from two new cremators will protect the bereavement service offer for the medium term.

3.3 The Service Delivery Options

The original chapels were not designed for cremation services and have subsequently been adapted to cater for this type of bereavement service. However, due to the complexity of the existing structure, the current service offer is compromised with limited vision of the minister during parts of the service. In addition, transfer of coffins from the south chapel to the cremation facilities near the north chapel, have to be carefully managed to ensure the transfer is discreet and respectful.

The cremation plant is nearing the end of its' useful life and needs to be replaced. This provides a unique opportunity for the Cheltenham Borough Council to consider the replacement of the chapels and complete relocation of the cremation facilities to new, purpose built chapels.

The potential options are:

- **Option A:** Build one chapel, use one of the existing chapels, provide two new cremators at the new site
- **Option B:** Build one chapel, use one of the existing chapels in the short term and build second chapel at a later date
- **Option C:** Build both chapels now, diverting funding from other sources to support.

In September 2015, Cabinet approved the construction of one new chapel with provision for two new cremators. This Option A is dependent upon the continued use of one of the existing chapels. The clients' budget has allowed for some improvements to the remaining chapel to enable its continued use as a bereavement facility.

The table below compares the advantages and constraints of each of the proposed options:

Comparison of Development Options

This table presents a comparison of the 3 development options and compares the advantages and disadvantages of each Option.

Advantages of the Chapel Use Options		
Option A	Option B	Option C
Build one chapel, use one existing, two new cremators at new site	Build one new chapel, use one existing in the short term and build second chapel later, two new cremators at new site	Build both chapels now, divert funds from other sources to support; enable full new commercial venture at existing chapels
Advantages		
This option is approved and funding in place to deliver. The design development for this project is in progress.	This option is approved and funding in place to deliver. This could proceed without delay	
One new chapel with parking would ease the current parking pressure on the site	One new chapel with parking would ease the current parking pressure on the site	New chapels facility would provide improved parking for visitors in one area
Disruption of one facility would not impact both, ie maintenance, re-decorations or services issues, so reduced service offer could continue as long as cremators were operational	Disruption of one facility would not impact both, ie maintenance, re-decorations or services issues, so reduced service offer could continue as long as cremators were operational	Construction of both chapels simultaneously would limit disruption to bereavement services as they would continue as is until all facilities are fully operational.
	The partial commercial use of the spare chapel could be an opportunity to test the viability of a commercial solution before full commitment to relocation of the second chapel	Both existing chapels would be available for commercial use, which would not be limited by the requirements of an operational chapel.
		Staffing of the chapels would only be required at the new facility, as any commercial use of the existing would be managed by others as part of the commercial agreement
		The commercial income from the existing chapels could be used to off set the additional cost of building the second chapel.
		Having two chapels at separate locations could introduce a potential for public confusion. Having both chapels at same location would avoid this.

Disadvantages of Chapel Use Options

Option A	Option B	Option C
Build one chapel, use one existing, two new cremators at new site	Build one new chapel, use one existing in the short term and build second chapel later, two new cremators at new site	Build both chapels now, divert funds from other sources to support; enable full new commercial venture at existing chapels
Disadvantages		
It would be necessary to transfer coffins from the existing chapel to the new cremators	It would be necessary to transfer coffins from the existing chapel to the new cremators	This option requires full Cabinet approval backed by a robust business case and thus requires additional internal resource before it is approved.
There would need to be staff presence at both locations - which would increase staff costs	There would need to be staff presence at both locations - which would increase staff costs	Funding the additional chapel may place finance pressures on other projects or delay other projects
Part use of the existing chapels would limit the commercial options for re-use of the existing chapels to provide additional income for the Borough	Part use of the existing chapels would limit the commercial options for re-use of the existing chapels to provide additional income for the Borough	Would lose the "old-style" chapel and the loss of choice may be unpopular with some.
Ongoing maintenance of two buildings	Ongoing maintenance of two buildings	The management of additional construction work on a second chapel and the re-purposing of existing chapels will place resourcing pressures on the council which may impact other projects.
Potential for efficiency achieved from one site is lost - ie grounds maintenance, well-fare facilities	Potential for efficiency achieved from one site is lost - ie grounds maintenance, well-fare facilities	
Transfer of coffins will negatively impact public perception and may lead to the public choosing to use other crematoria	Increased cost commitment to maintain a working chapel and also provide for new chapel in the future.	
Transfer of coffins will give rise to additional vehicle and staff costs	Potential disruption to the new chapel during construction phase of additional chapel - resulting in lost income.	
	The cost of construction could increase in the future - the cost of the second chapel is a known at this stage	
	There is efficiency of building all at one time as the client will only pay once for site set up, hoarding, and large machinery - this would be lost if second chapel delayed	
	Retaining one chapel for bereavement services could limit the commercial opportunity of the whole.	
	Transfer of coffins will negatively impact public perception and may lead to the public choosing to use other crematoria	
	Transfer of coffins will give rise to additional vehicle and staff costs	

4.0 The Commercial Opportunity

The existing two chapels offer a unique opportunity for a commercial venture and we will consider a variety of options to explore how such use might support or constrain the provision of local bereavement services.

4.1 Do nothing/or modest remodel of the existing chapels for use by client

This option could place a maintenance burden upon the Borough Council and would not increase any revenue. The two chapels, as Grade II listed buildings will need to be maintained if they are to provide any useful return for the cost of ongoing repair. It would be necessary to provide a level of heating and functional service support to enable occupation for council use.

4.2 Remodel the chapels to provide a facility for a commercial venture which provides a return on the capital investment for the client

Ranges of potential commercial uses have been reviewed and are listed below. There are three uses, which may present a viable commercial solution, and these are developed in some detail to inform decision-making.

4.3 Release the chapels to secure a one off capital receipt

This would enable an immediate one off payment, if the Chapels could be released. Given the location of the Chapels in the centre of the cemetery and that their use may be restricted by existing covenants this would impact the commercial value of the facility. Based upon comparable evidence from the current market, it is anticipated that the market value of the chapels could be in the region of £250,000 - £300,000, sold as seen. However, this would depend upon planning permissions being granted for change of use and the revocation of any restrictive covenants that would impede its potential. Depending upon future use, full pedestrian and vehicular access might have to be allowed.

4.4 Combined chapel and commercial use

It may be possible to retain use of one of the chapels and remodel the surplus space to provide a commercial opportunity. This is explored in more detail within the report.

Potential Redevelopment Ideas for the Two Chapels

Proposal	Advantages in brief	Disadvantages
Pet Crematorium	Some alignment with general bereavement services	May be considered discourteous to relatives of deceased previously cremated in the chapels Different equipment is required, so the existing facilities would not be suitable New facility recently opened at Tewkesbury Not an option for beloved pets to be scattered with owner and no room for pet burials
Full wake only facility	Would provide natural extension to existing bereavement services	Not commercially sustainable as likely to be able to offer maximum of 3 wakes per day, per chapel at minimum return. Some space would be surplus and under-used some refurbishment would still be required but the revenue could be inconsistent
Part Wake/Office and support catering facility	Option developed as part of this Study	
Serviced Office Accommodation	Option developed as part of this Study	
Serviced Residential Accommodation	Option developed as part of this Study	
Full Residential conversion	Very quirky place to live!	Difficult to secure planning for full , private, residential use. Very unique and limited market that may be interested in purchasing a property located in the centre of a cemetery
Spa facility	Could be a unique venue	Discounted as not considered appropriate adjacent to bereavement services and would be difficult to promote
Health Support Services	A potential location for well-being support services such as physiotherapy. This option would be an extended public service use, which would add value	Access for visitors may be challenging, especially if they have restricted mobility May seem obscure having health services located within a cemetery - may not be viewed as appropriate or supported by local community
Office facility for Crematorium staff (relocated from gatehouse office)	A little closer to the new chapels	This would leave the gatehouse unoccupied and possibly surplus Visitors would have to enter into site to make arrangements with the team, whereas at the moment they just call into the front entrance. The chapels would be too big and therefore part would remain unused
Retain one cremator and one existing chapel	Provides continuum of service, so if work was required on one chapel , then services could continue in reduced number at the other site.	This would duplicate staff costs and maintenance and also limit the commercial use of the surplus chapel. It is considered more prudent to have both new cremators operational in the same location. Approval has been given for the actual cremation facilities to be located with the new chapel.

5.0 The Commercial Option Appraisals

In order to assess the Commercial opportunity and potential revenue from any re-use of the chapels, we have undertaken the following activities:

- Full site appraisal
- Brainstorming process to identify 3 leading commercial opportunities
- Identifying demand
- Using comparable data, evidence of recent sales rents etc.
- Exploring economic benefit
- Meetings and discussions with local and regional stakeholders

After researching the local market place in the Cheltenham area and appraising similar properties that have been redeveloped in the recent past we have outlined three potential commercial opportunities to explore in more detail:

1. A wake/cafe facility with office/retail accommodation for bereavement related services.
2. Serviced Office facility
3. Boutique Style visitor accommodation, for example Landmark Trust

This option appraisal will explore each option in turn, considering the potential for the conversion of the chapels to a different use; any restrictions on use; the capital investment required to remodel the existing chapels; understand the commercial return that each option might deliver based upon current market indicators; the local context and appetite for such a facility. The aspiration is that the re-use of the chapels will provide a rental return for Cheltenham Borough Council, keep the buildings in use and contribute towards delivering local initiatives to support growth and economic sustainability.

The option to retain one of the existing chapels as an operational bereavement service would limit the development of all of these options:

1. A wake facility/and or office and retail accommodation – only part of this offer could be delivered in the reduced space available. Wake facilities would need to be carefully planned to avoid unnecessary noise transfer during services in the adjacent chapel. The appeal of offices/retail facilities would be reduced without the wake offer.
2. Serviced offices – the retained use of one chapel would significantly reduce the available space for serviced offices. In addition, the chapel services would place a restriction on use for the offices as there would be an ongoing need to ensure low levels of noise and minimise movement around the facility during services. For potential occupiers, this may be deemed as too limiting.
3. Accommodation – the retained use of one chapel would reduce the potential available areas for residences and therefore potentially makes this option entirely non-viable.

5.1 A Wake Facility with supporting office and retail

The council might consider a mixed scheme offer of offices /retail, with business related to the funeral sector. For example, office bases for funeral directors, outlet and offices for stonemason and a florists concession along with a café/catering/wake facility. The café facility could be leased and managed by an independent provider. Currently there is capacity for up to ten services per week day, as well as regular visitors for the cemetery site, and any staff based on site, so there could be reasonable demand for café and or/wake facility

The above development option potentially requires minimal modification to the existing building as the facility can be relatively simply split to provide the required accommodation. Removal of the crematorium plant would be required to open up space but some of the internal walls would have to be removed but overall is relatively straightforward.

In terms of plan form, the northern chapel would comprise of primarily office accommodation, with the insertion of a mezzanine for additional floor area if the developed brief dictates. The Southern chapel would then potentially form a café & wake facility for users of the new proposed crematorium to the East on its completion. The existing back of house areas would be converted to house a retail unit that may comprise flower/wreath sales and/or head stones, again with the insertion of a mezzanine if the developed brief requires it. Unit 4 is housed in the most recent building extension and could be wholly self-contained office accommodation with its own WC and kitchenette or may be used by the funeral directors or other similar service if required. The existing WC provision would be retained “as existing” for use by units 1, 2 & 3.

The existing car park facility on site nearby would be utilised and there should be scope for retail parking as well as attendees at the wake facility. There may be opportunity to develop some Accessible parking at the front of the chapels, to further provide ease of access.

Formal pre-application consultation with the Local Planning Authority (LPA) would be required for this scheme to ascertain exact parking numbers, based on final anticipated person numbers as well as any requirements to modify the existing fabric of this Grade 2 listed building.

Below is an initial outline of the potential space that could be achieved through modest adaptation of the two chapels:

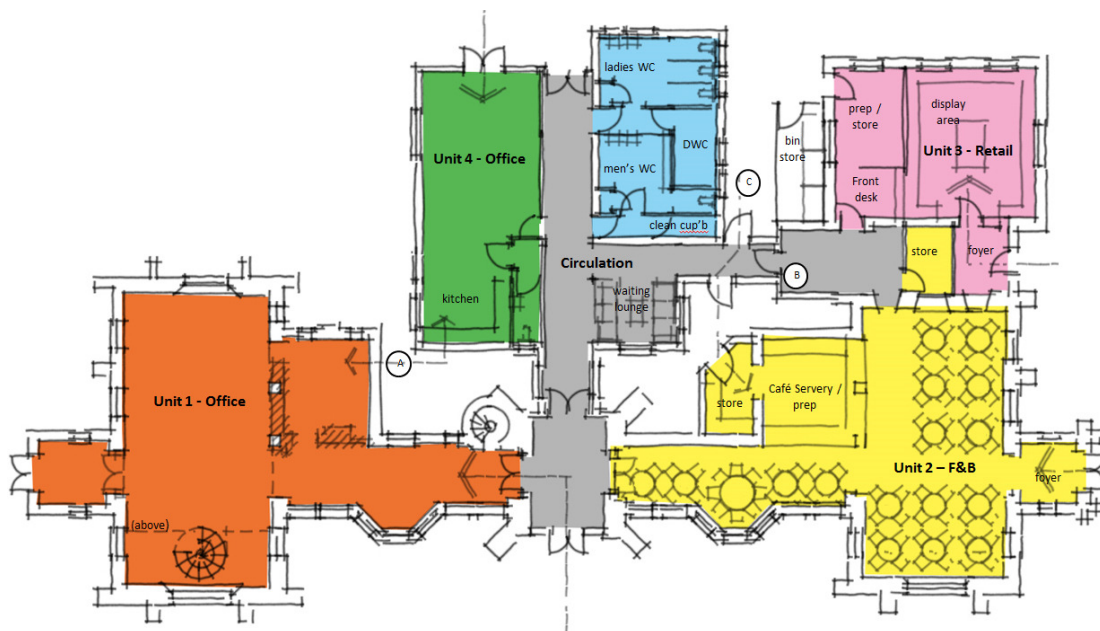


Fig 1: Combined Wake and Bereavement Support Offices/Retail - 4 Unit

An alternative option for the same overall use, a 3-unit solution is also available that looks to increase the overall area of Unit 1 to incorporate Unit 4 and the existing WC accommodation, forming an altogether larger office facility. Units 2 & 3 will then require some additional works applied to create their own WC and kitchenette facilities. An example of how this proposal would work is shown in the image below:

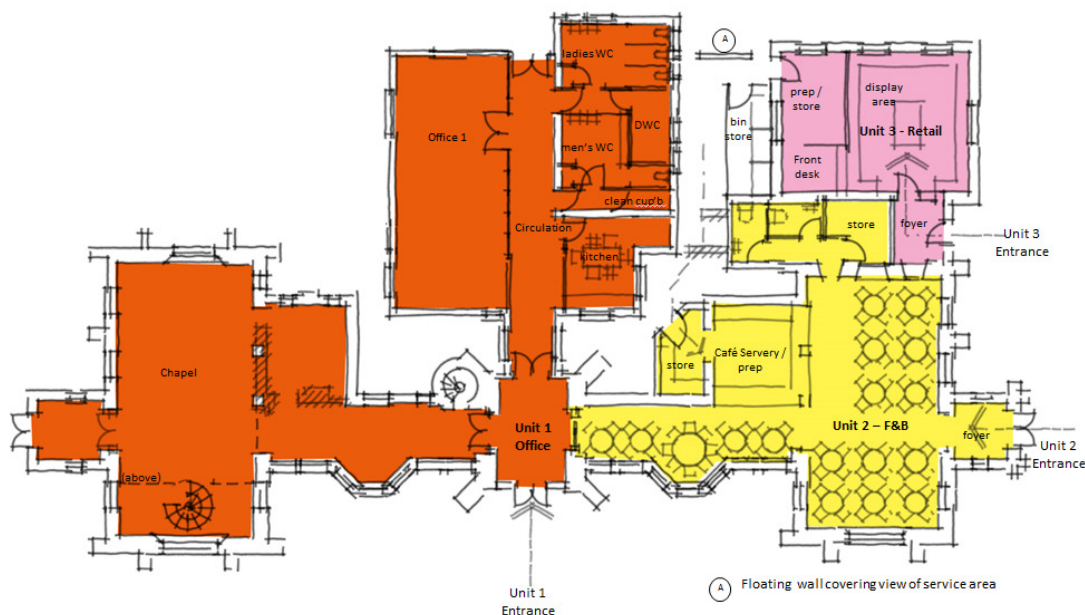



Fig 2: Combined Wake and Bereavement Support Offices/Retail – 3 Unit.

5.1.1 Current Market Comparisons

In order to assess the potential market and market value of such a facility, we have considered in the first instance any available similar space/type of use and terms of the proposed offer. For this option, we have explored both retail/restaurant offers and available office accommodation. These are detailed below:

5.1.1.1 Comparable Retail/Restaurant facilities

9



892 SF Retail Lease Signed Jan 2016 for £13,342 PA (Effective)

7 Winchcombe St - Direct, Leased by Poppins Restaurant

Cheltenham, GL52 2LZ - Central Cheltenham Submarket

★★★★★

Asking Rent:	Start Date:	Jan 2016	Rent Free:	12 Mos at Start	Deal Type:	New Lease	Property Type:	Retail Class B
Achieved Rent:	Term:	12 Years...	Breaks:	Apr 2023	On Market:	10 Mos	Building Area:	25,122 SF
Effective Rent:	Exp. Date:	Apr 2028	Reviews:	Dec 2019	Use Class:	A1 (Shops)	Rates:	
			Retail Location:	High Street	Zone A Rent:		Parking Ratio:	

Leasing Rep:

Downing Bentley - Pete Downing

Tenant Rep:

Matenam Associates

Landlord:

Merrill Lynch Property Fund

Tenant SIC:

Eating Places

Lease Notes:

Poppins Restaurant has taken 7 Winchcombe Street, Cheltenham comprising 892 sq ft (82.87 sq m) of ground and first floor retail accommodation from Blackrock on a lease expiring 22/04/2028 at £15,000 pa. A 12 month rent-free period was agreed. The lease is subject to a rent review in year five and an option to break 23/04/2023. Downing Bentley acted on behalf of Blackrock. Matenam Associates acted on behalf of Poppins Restaurant. The deal was confirmed by Pete Downing...

ID# 122997081

3



1,564 SF Retail Lease Signed Apr 2016 for £17,911 PA (Effective)

11 Clarence St - Direct




Cheltenham, GL50 3JL - Central Cheltenham Submarket

★★★★★

Asking Rent:	£30,000 PA	Start Date:	Apr 2016	Rent Free:	2 Mos at Start	Deal Type:	New Lease	Property Type:	Retail Class B
Achieved Rent:	£20,000 PA	Term:	1 Year ...	Breaks:		On Market:	11 Mos	Building Area:	1,564 SF
Effective Rent:	£17,911 PA	Exp. Date:	Dec 2017	Reviews:		Use Class:	A2 (Financial...	Rates:	£10,846 PA
				Retail Location:	High Street	Zone A Rent:		Parking Ratio:	
Leasing Rep:	Hartnell Taylor Cook LLP - Jack Davies						Landlord:		
Tenant Rep:							Tenant SIC:		
Lease Notes:	A new tenant has taken 1,564 sq ft (145.30 sq m) of basement and ground floor retail accommodation on a sublease expiring in December 2017. The passing rent was quoted at £30,000 pa. Hartnell Taylor Cook LLP acted on behalf of the head tenant. The deal was confirmed by Hartnell Taylor Cook LLP.								

ID# 12498825

5.1.1.2 Comparable Office premises

	<p>600 SF Office Lease Signed Mar 2016 for £12.00/SF (Effective) 37 Rodney Rd - Basement Direct Cheltenham, GL50 1HX - Central Cheltenham Submarket</p> <p>Asking Rent: £12.00/SF Start Date: Mar 2016 Rent Free: On Market: 2 Mos Deal Type: New Lease Property Type: Office Class B Achieved Rent: £12.00/SF Term: 2 Years Breaks: Build-Out: Full Build-Out Building Area: 1,770 SF Effective Rent: £12.00/SF Exp. Date: Mar 2018 Reviews: Rates: £4.77/SF</p> <p>Amenities: Car Parking, Demised WC facilities, Fully Carpeted, Kitchen Facilities</p> <p>Leasing Rep: Bear Associates Surveyors Ltd - Thomas Wiseman Landlord: Tenant Rep: Tenant SIC:</p> <p>Lease Notes: An undisclosed tenant has taken 37 Rodney Road comprising 600sq ft (55.74 sq m) of basement floor office accommodation from an undisclosed landlord on a two year lease at £7,200pa, equating to £12psf (£129.17 psm). The quoting rent was £7,200pa, equating to £12 psf (£129.17psm). Bear Associate Surveyors Ltd acted on behalf of the landlord. The tenant was unrepresented. The deal was confirmed by Thomas Wiseman at Bear Associate Surveyors Ltd.</p> <p>ID# 123681361</p>
	<p>519 SF Office Lease Signed Jan 2016 for £15.41/SF (Achieved) 17 Pittville St - Partial Basement Direct, Leased by Countrywide Estate Agents Premises Department Cheltenham, GL52 2LN - Central Cheltenham Submarket</p> <p>Asking Rent: Start Date: Jan 2016 Rent Free: Deal Type: New Lease Property Type: Retail Class B Achieved Rent: £15.41/SF Term: 5 Years Breaks: On Market: Building Area: 2,034 SF Effective Rent: Exp. Date: Dec 2020 Reviews: Build-Out: Rates:</p> <p>Amenities: Basement Storage, Common Parts WC Facilities, Kitchen Facilities</p> <p>Leasing Rep: KBW Chartered Surveyors - Richard Knightley Landlord: Tenant Rep: Tenant SIC: Real Estate Agent</p> <p>Lease Notes: Countrywide Estate Agents has taken 17 Pittville Street comprising 519 sq ft (48.22 sq m) of basement floor office accommodation from an undisclosed landlord on a five year lease at £8,000pa, equating to £15.41 psf (£165.92 psm). KBW Chartered Surveyors acted on behalf of the landlord. Countrywide Estate Agents was unrepresented. The deal was confirmed by Richard Knightley at KBW Chartered Surveyors.</p> <p>ID# 123840131</p>
	<p>4,429 SF Office Lease Signed May 2016 for £11.74/SF (Effective) 125-127 Promenade - Direct, Leased by SuperGroup plc Cheltenham, GL50 1NW - Outer Cheltenham Submarket</p> <p>Asking Rent: £11.73/SF Start Date: Jun 2016 Rent Free: Deal Type: New Lease Property Type: Office Class B Achieved Rent: £11.74/SF Term: 7 Years Breaks: On Market: 4 Mos Building Area: 4,430 SF Effective Rent: £11.74/SF Exp. Date: Jun 2023 Reviews: Build-Out: Full Build-Out Rates: £5.55/SF</p> <p>Amenities: Car Parking, Category 2 Lighting, Demised WC facilities, Kitchen Facilities</p> <p>Leasing Rep: Bear Associates Surveyors Ltd - Thomas Wiseman Landlord: Tenant Rep: KBW Property Limited Tenant SIC: Apparel And Accessory Str</p> <p>Lease Notes: SuperGroup plc has taken 4,429 sq ft (411.46 sq m) of ground, first, second and basement office accommodation on a seven year lease at £52,000 pa, equating to £11.74 psf (£126.37 psm). The quoting rent was £52,000 pa, equating to £11.74 psf (£126.37 psm). Bear Associates Surveyors Ltd acted on behalf of the landlord. KBW Property Limited acted on behalf of SuperGroup plc. The deal was confirmed by Thomas Wiseman at Bear Associates Surveyors Ltd.</p> <p>ID# 124751721</p>

Based upon this information, we can estimate that the remodelled office and combined café/restaurant accommodation might be leased for £11-£15 per sqft. This will depend upon market factors at the time of leasing, condition, parking and access.

The table below provides a breakdown of potential lease value per unit aligned to the proposed floorplan in Fig 1

Unit	Floor area (sqft)	Value £ per sqft	Lease value £pa
Unit 1	1988	£13.00	£25,844.00
Unit 2	1381	£15.00	£20,715.00
Unit 3	607	£15.00	£9,105.00
Unit 4	582	£13.00	£7,566.00
Total			£63,230.00

It is suggested that leases should be agreed for a minimum 5-year term, to include an annual review of lease value.

This option may offer the least risk for Cheltenham Borough Council. There is already footfall onsite for funeral related business and currently there is limited wake facility offer in the locality. The Council would not be responsible for any utility costs, condition or maintenance apart from the common areas.

5.1.2 General Interest

Ian George Funerals

Spoke to Ian George:

Demand for wake facility. Same sort of facility as Gloucester. Wake facility. Royal Oak is closest in Prestbury. Rising Sun on top Cleeve Hill. Space to 70 – 140. They had a large funeral over Christmas and took over the rugby club facility due to parking and facilities there.

Co-operative Funeral Care

Spoke to Mel Dangerfield:

Not every family has one, but quite a few families. Knows of the Arbor Room wake facility at Gloucester. She says a wake facility is something she reckons is needed, and would be beneficial on site, depending on how tastefully it was presented. They do not personally recommend facilities to families; however, she also mentioned the Royal Oak and Rising Sun as being where families would typically go.

Selim Smith & Co

Spoke to Anita:

Said she has not been working there long enough to comment but said it would be a great idea. Passed on my details to a more senior colleagues who will give me a call back

Mason & Stokes

Spoke to Richard Mason:

Very good idea, lots of people looking for venues to have a reception after the funeral, drinks, buffet, etc. He reckons they would be fully booked at least once a day, maybe two times, if you could fit them into crematorium service times. He said the biggest problem is the parking. Again mentioned the Royal Oak, and how they seem to be booked almost every day.

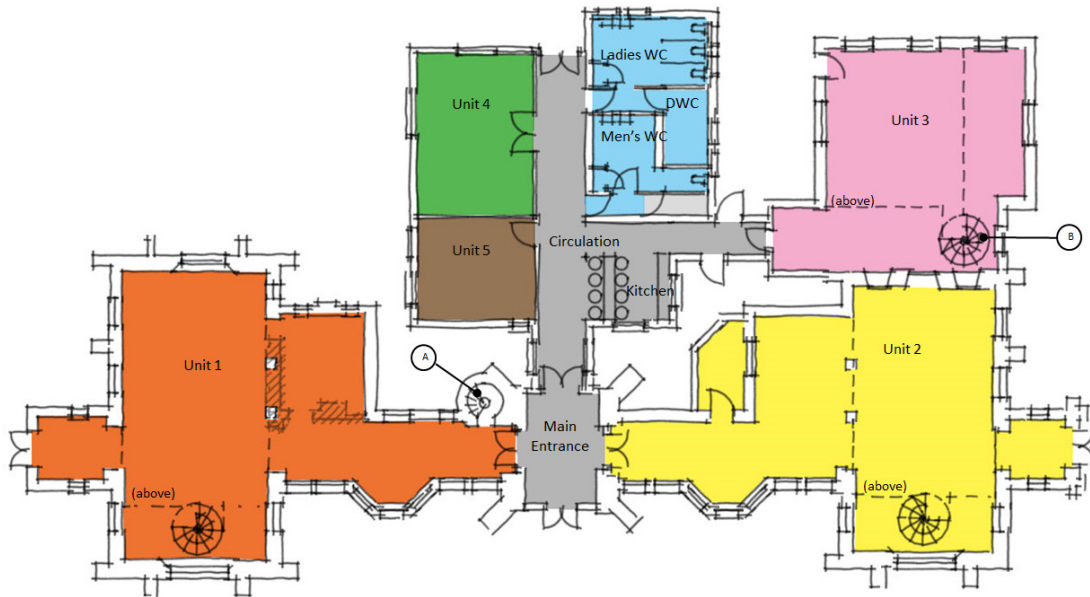
We obviously would now have the parking covered, which is good

5.2 Serviced Office Facility

The two chapels are Grade II listed and present a wealth of charm, character and architectural importance and could be ideal for serviced office accommodation especially with the existing configuration with a central meeting area and wings to either side. Whilst the location within the cemetery might deter some potential occupants, it would most probably encourage others who require a quiet and somewhat quirky location.

Similar to the wake facility, this option also requires only minimal modification to the existing building with removal of the existing cremators and associated equipment. Intervention in terms of potential mezzanine structures is an additional element of work, but only if it is determined necessary.

Fig 3: Serviced Office Facility – 5 units



Unit 1 is effectively formed by the area of the northern chapel, with a mezzanine level inserted in this high space to create some additional floor area. This mezzanine would be accessed by a new spiral staircase from ground floor level. Unit 2 is located in the south chapel and is broadly the same as Unit 1 with a new mezzanine proposed in the vaulted roof space. Unit 3 incorporates the existing plant facilities and “back of house” accommodation and again features a mezzanine structure with new spiral staircase. Units 4 & 5 are proposed as smaller spaces, which are created in the most recent extension to the building that currently houses the waiting area. Communal WC’s and kitchen areas are housed in the buildings existing WC & kitchen accommodation and a main entrance with reception desk and waiting area would be created in the current main entrance vestibule.

In terms of parking and referring to the Local Plan, we understand that 1 space per 25m² is required for office accommodation (26 spaces overall), which is possible in the existing car park on site nearby to the South East, as well as 1 space per 20 for accessibility – this would be possible directly adjacent the building itself.


Formal pre-application consultation with the LPA would be required for this scheme, primarily to ascertain whether the proposed Change of Use is an acceptable solution and to ensure that any interventions and modifications to this listed building are acceptable in principal, by review of the Conservation Officer.

5.2.1 Current Market Comparisons

There are currently some availability of serviced office accommodation in Cheltenham; however, these properties are priced at £22-£25 per sqft and typically co-located within purpose built office complexes.

5.2.1.1 Comparable Serviced Office Accommodation

1



551 SF Office Lease Signed Oct 2015 for £22.43/SF (Effective)

Suite 7 - Abbey Court Ln - Ground Direct, Leased by West Midlands Ambulance Serv. NHS Foundation Trust

Evesham, WR11 4BY - Wychavon Submarket

★★★★★

Asking Rent:	£12.00/SF	Start Date:	Oct 2015	Rent Free:	0 Mos	Deal Type:	New Lease	Property Type:	Office Class B
Achieved Rent:	£21.78/SF	Term:	15 Years	Breaks:	Oct 2022	On Market:	28 Mos	Building Area:	4,747 SF
Effective Rent:	£22.43/SF	Exp. Date:	Sep 2030	Reviews:	Oct 2020...	Build-Out:	Full Build-Out	Rates:	£3.97/SF

Amenities:

Leasing Rep:	TLG Commercial - Richard Connolly	Landlord:	Buzz Electrical Ltd
Tenant Rep:		Tenant SIC:	Hospitals, General

Lease Notes:

West Midlands Ambulance Service NHS Foundation Trust has taken 551 sq ft (51 sq m) of ground floor office space from Mr Paul Stafford T/A Hallmarkhulme LLP on a 15 year lease on a stepped rent at £12,000 pa, equating to £21.78 paf (£165 psm). KWB and Timothy Lea & Griffiths Estate Agents Ltd acted on behalf of Mr Paul Stafford T/A Hallmarkhulme LLP. The quoting rent was £6,612 pa, equating to £12 paf (£129.65 psm). Deal confirmed by Timothy Lea & Griffiths Estate Agents.

ID# 120711381

2

235 SF Office Lease Signed May 2015 for £22.98/SF (Effective)
37 Rodney Rd - Ground Direct
 Cheltenham, GL50 1HX - Central Cheltenham Submarket

Asking Rent: **£22.98/SF** Start Date: **May 2015** Rent Free: On Market: **New Lease** Property Type: **Office Class B**
 Achieved Rent: **£22.98/SF** Term: **1 Year** Breaks: On Market: **2 Mos** Building Area: **1,770 SF**
 Effective Rent: **£22.98/SF** Exp. Date: **May 2016** Reviews: Build-Out: **Full Build-Out** Rates:

Amenities: **Kitchen Facilities**

Leasing Rep: **Bear Associates Surveyors Ltd - Thomas Wiseman** Landlord:
 Tenant Rep: Tenant SIC:

Lease Notes: An undisclosed tenant has taken 235 sq ft (21.83 sq m) of ground-floor office space from an undisclosed landlord on an all-inclusive one-year lease at £5,400 pa, equating to £22.98 psf (£247.35 psm) there are no rent reviews or breaks. Bear Associates Surveyors acted on behalf of the landlord. The quoting rent was £5,400 pa, equating to £22.98 psf (£247.35 psm). Achieved rent confirmed by Thomas Wiseman at Bear Associates Surveyors Ltd.

ID# 118142271

9

263 SF Office Lease Signed Dec 2015 for £18.25/SF (Effective)
Units 1-3 - Fairview Rd - Ground Direct
 Cheltenham, GL52 2EX - Outer Cheltenham Submarket

Asking Rent: **£16.28/SF** Start Date: **Dec 2015** Rent Free: On Market: **New Lease** Property Type: **Office Class B**
 Achieved Rent: **£18.25/SF** Term: **3 Years** Breaks: **Dec 2016...** On Market: **17 Mos** Building Area: **4,196 SF**
 Effective Rent: **£18.25/SF** Exp. Date: **Dec 2018** Reviews: Build-Out: **Full Build-Out** Rates:

Amenities: **Category 2 Lighting**

Leasing Rep: **John Ryde Commercial - Anthony Johns** Landlord:
 Tenant Rep: Tenant SIC:

Lease Notes: An undisclosed tenant has taken 263 sq ft (24.43 sq m) of ground floor office accommodation from Key Ingredients Ltd on a three year lease on an all-inclusive rent at £4,800 pa, equating to £18.25 psf (£196.45 psm). The quoting rent was £4,280 pa, equating to £16.28 psf (£175.24 psm). The lease is to break in year one and two, there are no rent reviews. John Ryde Commercial acted on behalf of Key Ingredients Ltd. The tenant was unrepresented. The deal was confirmed by Anthony...

ID# 121607181

Based upon the market indicators, it may be possible for Cheltenham Borough Council to offer serviced office accommodation to encourage start up business and at a competitive rent to ensure maximum occupancy. This approach provides additional value to the local community in supporting and retaining new business opportunities in the area. The offices could be suitable for businesses who require office space with modest need for client meetings on site, such as design studios; bereavement services; Accountants or general office function location.

The table below is based upon a competitive market rent of £22 per sqft:

Unit	Floor area (sqft)	Value £ per sqft	Lease value £pa
Unit 1	1988	£22.00	£43,736.00
Unit 2	1938	£22.00	£42,636.00
Unit 3	1263	£22.00	£27,786.00
Unit 4	352	£22.00	£7,744.00
Unit 5	224	£22.00	£4,928.00
Total			£126,830.00

There are additional property owner considerations with the Serviced Accommodation option. The rent would include:

- Utilities
- Rates
- Cleaning
- Insurance
- Communal Kitchen
- Service Charge
- Wi-Fi
- Parking

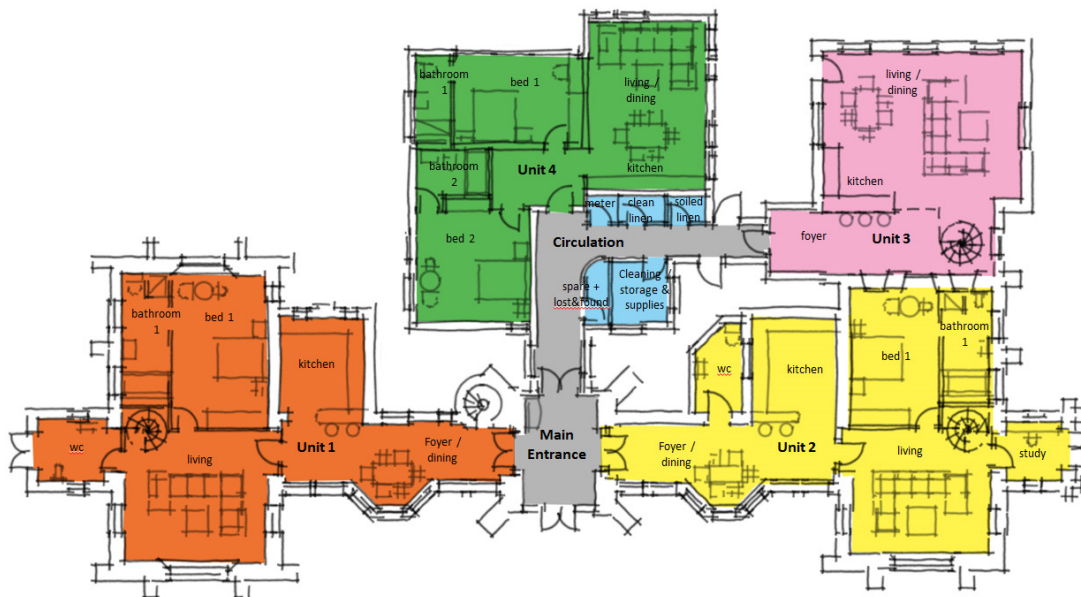
There would be upfront costs in setting all these in place ahead of any rental income. In addition, there can be high volume turnover of tenants, which increases the property owners' costs and could result in inconsistent income.

Whilst the potential return on this option is higher, this is not risk free and the risk of empty units and increased incidental service costs should not be ignored.

5.3 Boutique style accommodation

Cheltenham has much to offer, being located within an Area of Outstanding National Beauty. The area offers access to beautiful countryside, Georgian architecture and is the home of the world-renowned racecourse of the same name. Considering this unique location, we have identified there could be a need for interesting, quirky holiday accommodation similar to the Landmark Trust. The Landmark Trust rent out interesting buildings such as chapels and follies in tourist hotspots throughout the UK,

As the above option, the unit split is pretty much the same as the office accommodation solution albeit split over 4 units as opposed to 5, with Units 1 and 2 accommodated in the two chapels respectively. Unit 3 would be located in the back-of-house area and Unit 4 would be located in the recent waiting area and WC addition. Statutory services will need to be re-apportioned to each unit, with requirements for sanitary conveniences in each residence as opposed to being located in one central area – this means more renovation works to the existing building below ground and would potentially mean further intervention and modification to the fabric of the existing building. Mezzanine structures are also proposed for this option but there will be a requirement for acoustic attenuation in the floor structure in this proposal to meet the requirements of Building Control.



Planning considerations here are as the office proposal with a need for a Change of Use planning application. There should be no external amendments apart from a small amount of changes to facilitate unit 4, but there will be a requirement to upgrade the thermal fabric of the building to allow residential accommodation. The extent of this and how it might be implemented would need agreeing between the LPA Conservation Officer and Building Control with the outcome potentially that there would be a reduced thermal performance in lieu of retaining as many of the existing features of the listed building as possible.

For parking, we understand that the local plan would require 1 parking space per bedroom provided – a figure that we could probably accommodate directly outside the building as opposed to utilising the nearby on-site car park facility.


There are two potential commercial options for use as accommodation.

5.3.1 Accommodation Option I

For Cheltenham Borough Council to manage the letting of the individual units themselves, leaving it to the market to determine occupancy levels, influenced by appropriate advertising and promotional activities. The council would need to employ staff for cleaning, housekeeping and day-to-day management of the facility and cover insurance and on- going maintenance.

5.3.1.1 Similar Accommodation

Abbey Gatehouse
Tewkesbury,
Gloucestershire




Sleeps 2
1 Double

from
£282.00

🔥 P 🛏
📺

East Banqueting House
Old Campden House,
Chipping Campden,
Gloucestershire



Sleeps 4 +2
2 Twin, 1
Double

from
£403.00

🛏 🔥 ✨
📺 P 🛏

Based on this market data, we have assessed the rental potential of this type of accommodation in Cheltenham:

Apartment	Area description	Fee per night £	80% Annual Occupancy	60% annual Occupancy	40% annual Occupancy
Apt 1	1699 soft. Living, dining area, kitchen, 2 beds and 2 bathrooms, wc.	£200.00	£58,400.00	£43,800.00	£29,200.00
Apt 2	1626 sqft , living , dining area , kitchen , study ,wc , 2 beds and 2 baths1938	£200.00	£58,400.00	£43,800.00	£29,200.00
Apt 3	1228 sqft, Living dining area, kitchen, 1 bed and 1 bath.	£175.00	£51,100.00	£38,325.00	£25,550.00
Apt 4	1077 sqft, Living dining area, kitchen, 2 beds and 2 baths.	£175.00	£51,100.00	£38,325.00	£25,550.00
Total		£750.00	£219,000.00	£164,250.00	£109,500.00
	<i>Assuming 20% profit margin</i>	<i>£150.00</i>	<i>£43,800.00</i>	<i>£32,850.00</i>	<i>£21,900.00</i>

Whilst this could be an ideal location for a quirky, unusual place to stay, holiday rentals in the Cotswolds area is a competitive market. To attract visitors, the fit out would need to be befitting of the location, so something a little different. Ongoing maintenance, marketing costs and the uncertainty around actual bookings.

5.3.2 Accommodation Option 2

An alternative to holiday lets, the Council may consider, subject to legislative approvals, renting the four units out on an assured short hold tenancy basis. There is high demand for rented accommodation and the market is currently securing rental values for similar size properties of £750.00 - £1200.00 pcm.

Tenancy	Area description	Monthly rent	Annual Income
Apt 1	1699 sqft. Living, dining area, kitchen, 2 beds and 2 bathrooms, wc.	£1,200.00	£14,400.00
Apt 2	1626 sqft , living , dining area , kitchen , study ,wc , 2 beds and 2 baths1938	£1,200.00	£14,400.00
Apt 3	1228 sqft, Living dining area, kitchen, 1 bed and 1 bath.	£750.00	£9,000.00
Apt 4	1077 sqft, Living dining area, kitchen, 2 beds and 2 baths.	£950.00	£11,400.00
Total		£4,100.00	£49,200.00
	<i>Assumed 85% return after 15% costs</i>	£3,485.00	£41,820.00

5.4 Assumptions and Constraints

In developing this option study, a number of assumptions and constraints should be noted and assessed as part of any decision to approve the development of any one option.

- The site “Bouncer’s Lane Cemetery” is listed as a whole – see accompanying listing document for further information.
- The “Two Cemetery Chapels” are also separately listed as a building – see accompanying document for further information.
- As the building is listed, it is therefore likely that any interventions made to accommodate the proposals herein are required to be made in such a way that they can be classed as “temporary” in that they do not have any adverse impact on the character of the existing building. This means that Listed Building Consent will be needed for the proposed work to ensure that it does not affect the 'special architectural or historic interest' of the chapel building.
- As a first pass to ensure that the LPA is comfortable with the proposals, it is suggested that a pre-application meeting with the LPA is organised as soon as possible to gauge their response. The outcome of this meeting will then better advise on the potential project programme.
- Upgrades to the thermal performance of the building envelope will be required as part of compliance with the Building Regulations but as the building is listed, an early review will be required with the Planner, the Conservation Officer, The Building Inspector and potentially English Heritage(if the LPA deems it necessary) to understand any restrictions

on development for this building and to seek derogation for any building control requirements that may come out of the requirements of the Historic team.

- It is likely that existing fenestration to the original chapel cannot be modified, so either secondary glazing will need to be incorporated to all existing openings or windows will be retained “as is”, with an understanding of a reduced thermal performance for the building as a whole. Adding the secondary glazing so that we do not tamper with the original fabric would be covered by a Certificate of Lawfulness or as part of the listed building application.
- A figure should be allowed for repairs to the existing lead windows as necessary – extent to be reviewed during the next project stage.
- In terms of existing external walls & roof areas, further investigation will be required as to exact constructions but assuming that external walls cannot be upgraded at all, upgrades to loft areas will be necessary or even the incorporation of independent suspended ceilings (lay-in grid type) may be necessary at first floor level to allow a plane for insertion of fibreglass or similar thermal insulation.
- It appears that all internal walls to the areas of the “original” chapels are covered with a thin layer of plaster or simply painted stone so adding internal insulation and plasterboard may not be an option – we will need to review with the CO/Planner/Building Inspector etc. early doors.
- The new proposed first floor construction is likely to be designed as an independent structure to the main building due to its listing – Structural details will therefore be required later but for now, it is likely that steel posts at the line of the external walls are utilised, framing a steel mezzanine structure with timber joist infill.
- Mezzanine Floor Construction – As mezzanine floors will effectively be located within individual units, no acoustic or thermal separation will be required as part of their construction. The typical Intermediate Floor detail is therefore likely to be utilised as per Accredited Details reference IF-02.
- If a new floor is to be a “Separating Floor” then details incorporated within the Robust Details document “Timber Separating Floors” will be required along with any new partitions at first floor level and associated steel structure. Careful consideration of the detail at the floor perimeter will be required here to ensure that sound transfer is minimised.
- Separating Wall construction will be required between adjacent units on the same floor level. This will be provided as per the Robust Details document “Timber Separating Walls”. This would need to be taken to the underside of the roof structure and be acoustically/fire rated construction.
- Studwork partitions within individual units do not require acoustic performance, and fire performance can be dealt with in the board specification, so a standard 70mm steel stud with insulation and 15mm plasterboard to both sides should be sufficient to work in all

cases. This will again need to run to the underside of the existing roof structures, or the suspended ceiling – depending on final specification.

- We assume that drainage below ground will be “as is” for the serviced office scheme or adapted to incorporate the proposed new sanitary locations shown on the serviced residential proposal.
- We assume that the existing gas, electrical and data/BT services to the building can be adapted to suit the proposals. A review is required by a Building Services Consultant but it is assumed that one new single heating system would be utilised for the whole building with zones apportioned to each unit for sub-metering purposes. This strategy would also be employed in respect of all other power, water, foul drainage and data requirements.
- Radiators, sockets, switches and the like will be fixed to new partitions/walls wherever possible but may need fixing to the existing building fabric in a number of cases. Pipework and cabling etc. is therefore likely to be exposed as opposed to being boxed-in. Suggest Wi-Fi as a potential solution for data provision.
- There should be an allowance for full smoke and fire detection systems throughout the building – the extent and specification of which would need to be provided by a Building Services Consultant.
- There should be an allowance for repairs to the fabric of the existing building, i.e. re-pointing of the external façade in specific areas maybe, or re-roofing/lead work abutments and refurbishment of existing rainwater goods for example. The extent and therefore relative cost of this element would need to be reviewed by a Building Surveyor at a later stage as part of a full building survey.
- There should be an allowance for the inclusion of the various staircases proposed in all feasibilities – these can be assumed as standard timber or steel “off the shelf” products generally, but those which form access from communal spaces to individual units or between separate units will require under-drawing and acoustic/thermal boarding to achieve the relevant acoustic and fire performance requirements.
- We assume that communal areas of the finished building will incorporate the existing floor finishes, which are currently visible, and that individual units will incorporate new carpet tiles throughout.
- Review of the state of the existing floor finishes and sanitary ware in the refurbished WC’s should be carried out but for now we assume that all sanitary ware and cubicle systems are to be replaced to a higher standard with non-slip vinyl flooring throughout (including the kitchen area).
- The kitchen areas proposed would generally contain mashing facilities incorporating fridge/freezer, microwave, sink etc. and may require the incorporation of a washer/dryer. The Café option would require a more commercial kitchen facility however.

- A new ventilation system will be required throughout all schemes to provide the required flow rates for the WC and kitchen areas but also to provide the required air changes for each business/residential unit. A Building Services Consultant should review but potentially a MVHR system to each unit may be required to achieve this, assuming that the secondary glazing and existing fenestration systems are un-openable throughout.
- Externally, we assume that the existing car parking arrangements for the building are acceptable and a quick check of Local Planning Policy states 1 space per 25m² which with the commercial unit equates to 26 spaces, and for residential; one space per bedroom. We assume therefore that the existing car park we visited near to the building will suffice to accommodate the highest requirement without modification.
- There will be an allowance for 1 accessible parking space per 20 spaces provided in all scenarios – this requirement can be accommodated adjacent the building itself.
- We have made allowance for discreet site, carpark and front entrance signage with subtle way finding lighting such as bollards etc.
- Externally, we have made allowance for modifications to existing areas of hard landscaping to facilitate the change of use – in areas where existing crematorium plant is to be removed etc.

5.5 Comparison of the Commercial Options – Pros and Cons

In order to provide transparency of assessment of the various options, we have developed an assessment matrix whereby, each option has been scored by core members of the client review team. The team represents Property and Estates, Legals, Cost, Planning and Crematorium staff.

A summary of the scoring is included below and this establishes that the preferred option, based upon agreed criteria, which extends beyond just a pure cost assessment is for the existing chapels to be remodelled to provide a Wake and supporting services facility.

161564: Two Chapels Commercial Option Assessment - Summary Matrix

	Option	Wake Facility with offices and retail for related services	Serviced Offices 4 Units	Serviced Offices 5 Units	Accommodation - Holiday Lets	Accommodation - Residential Lets
Financial	Pass/Fail	Pass	Pass	Pass	Pass	Pass
If Financial Factor is FAIL - DO NOT PROCEED WITH FACTOR ASSESSMENT						
Business Growth (x2 weighting)	This factor considers how this option might support growth of existing or new buisness in the locality.	2.7	2.5	2.5	2.3	1.8
	0 = Does not improve business growth					
	1 = Sustains existing business only					
	2 = Sustains existing business and encourages growth					
	3 = New business/Significant growth opportunity for area					
Environmental Impact	This factor considers the potential for increased in traffic through the cemetery.	0.9	1.7	1.7	1.9	1.9
	0 = Traffic volumes would be unacceptable					
	1 = Traffic movement/ timing of traffic movement would increase					
	2 = No change to traffic movement compared to existing					
	3 = Reduces the volume of traffic but would still require vehicular movement throughout the day					
Customer Experience (existing clients - bereavement services) (x2 Weighting)	This factor considers the impact upon visitors to the cemetery for bereavement services, of using the existing chapels for an alternative use.	3.5	1.7	1.7	0.7	0.5
	0 = Would create anxiety from existing clients					
	1 =Adversely impacts current user experience					
	2 = Retains existing service but does not improve it					
	3 = Improves existing offer, but does not extend/enhance it					
Customer Experience (future clients of bereavement services)	This factor considers the impact upon new visitors to the cemetery for bereavement services.	3.8	2.0	2.0	1.3	1.3
	0 = Would deter new clients from choosing bereavement services					
	1 = Adversely impacts new user experience					
	2 = Retains existing service offer but does not improve it					
	3 = Improves existing offer, but does not extend or enhance it					
With Due Respect	This factor considers if any commerical use of the existing chapels remains respectful to both the historic use of the chapels and the cemetery environment.	1.3	1.0	1.0	0.5	0.5
	0 = Would be deemed highly unsuitable					
	1 = Partly acceptable but with elements of compromise (ie volumes of traffic movement)					
	2 = Wholly acceptable					
	3 = Proposed use observes similar duty of care					
Aligns to Cultural Aspirations	This factor considers if the commercial use aligns to local cultural aspirations.	2.3	1.0	1.0	1.3	0.8
	0 = Does not improve or contribute to local priorities					
	1 = Is sympathetic with local priorities					
	2 = Partly supports delivery of local priorities					
	3 = Aligns to cultural aspirations					
Risk - financial	This factor considers the potential risk of the commerical venture falling short of the securing potential revenue.	2.5	2.5	2.5	0.9	0.7
	0 = Risk of non delivery is almost certain					
	1 = Risk is high					
	2 = Risk is considerable					
	3 = Risk in minimal					
Risk - Non Financial	This factor considers the potential risk of the commerical venture not being acheiveable for other reasons: ie change of use/contraints of building limiting adaptation or risk that it may incur excessive cost/resource and therefore becomes unviable.	2.7	2.5	2.7	1.3	1.2
	0 = Risk of failure is almost certain					
	1 = Risk is high					
	2 = Risk is considerable					
	3 = Risk in minimal					
Overall Summary		3.2	2.4	2.4	1.7	1.4

Notes
1 - These figures are compiled values following six individual evaluations.
2 - The overall summary figure includes the x2 weighting factors for business growth and existing clients customer experience respectively.

6.0 Constraints and Considerations for redevelopment of the chapels

6.1 The Legal Context

Research by the Council's Property and Asset Management team has shown that part of the cemetery is consecrated ground. Should consecrated ground be required to be used for any secular purpose, the land will need to be deconsecrated by the Bishop of Gloucester or permission will be required. We have not made enquiries of the Bishop's office or researched how permission is to be granted (e.g. by the Bishop herself or an ecclesiastical court) and we suggest this is carried out at an early stage.

The Local Authorities (Cemeteries) Order 1977 contains provision on the use and management of cemeteries which will need to be taken into account when considering any changes to the current usage, particularly the options of residential or office accommodation because it is a criminal offence under the Order.

Any leases granted will need to comply with the requirements of Section 123 of the Local Government Act 1972 regarding the consideration received for the leases.

We suggest entering into early discussions with the Licensing Authority at an early stage if the Council requires the wake facilities to be able to serve or supply alcohol.

7.0 The Financial Information

7.1 Capital Costs

We have calculated the capital cost expenditure for each option. Our capital cost plans are included in appendix C. Given the very limited design information available and lack of details of the existing facility, we have made a number of assumptions when preparing our costs. These assumptions should be reviewed in detail in order to fully understand the cost. We summarise the key points as follows:

The costs are based on a mid-range specification and assumes the existing facility is structurally sound.

- The costs do not include for upgrades to existing incoming services or roof structure or coverings.
- The costs allow for survey and removal of some minor asbestos but we assume generally there is no significant level of asbestos present or other contamination
- Our costs contain provisional allowances for minor repairs to the external façade but this is currently not quantified. A survey would be required to firm this cost up
- Our costs include for internal secondary glazing as recommended by the design team
- Our costs include for minor external works (new signage, minor repairs) and we assume the existing car parking will generally remain as is.
- We have assumed that tenants will provide office loose furniture.
- Our costs do not include for air conditioned offices
- We assume that the project will be subject to a competitive tender during May / June 2019 and that the works will take between 20 – 25 weeks.

We have made a general allowance for design and agency fees as well as construction related risks although it should be noted that given the lack of information related to the building and given its listed status there is a further unquantified risk of variance to the allocated construction risk allowance. We recommend that a separate process be undertaken to review the project wide risks and review the need to apply any optimism bias.

We would also recommend that the need to apply any sensitivity analysis to the figures be further reviewed by the project team to determine the viability of the scheme when the capital and whole life costs are subject to sensitivity adjustments.

Our costs make no allowance for any client direct fees or costs.

7.2 Whole Life Cost

The whole life costs for this scheme are comprised of three parts. The first is the capital construction cost carried forward from the capital cost plans. The second part of the whole life cost is a high-level estimate of the life cycle costs.

7.3 Life cycle cost

The life cycle costs are based on typical all in rates for a standard level of major and minor maintenance, scheduled and unscheduled repairs to both building fabric and services. Obviously, we have no information on what actually requires maintenance and what backlog maintenance there is but by using a typical “all in” rate we are able to derive a useful cost model to facilitate the production of an overall whole life cost model.

The life cycle costs do not include grounds maintenance as we assume, given the location of the facility, there is already existing grounds maintenance work in other budgets. However, given the very limited nature of the external works this assumption is unlikely to have any significant impact on costs.

We have not been advised by Cheltenham Borough Council of any specific administration or legal costs so these are excluded from our life cycle costs. We have allowed for utilities costs and cleaning costs where these services are to be provided by the Council for the serviced options.

For the wake facilities option (4 units) we have only allowed for cleaning and utilities in the common parts. We have also assumed that under the wake facilities options maintenance will be done only at the end of a lease (and thus, the maintenance is periodic on 5 and 10-year cycles).

A more detailed commentary of the life cycle costs for each option is included in our whole life model included in appendix C.

A discount factor of 3.5% has been used to calculate the NPV for each option and all costs (both capital, life and revenue) are shown at present value. Individual discount factors have been taken from the HM Treasury's Green Book Appraisal and Evaluation in Central Government to give yearly discount factors.

7.4 Revenue

Pygott Crone has provided rental incomes for each option. Rental values have been inflated by a commercial inflation percentage of 2% compounded per annum to reflect anticipated rises in rent.

Rental values take in to account void loss related to occupancy levels as well including for fully serviced units for the offices and boutique style accommodation. The wake facilities rental values allow for the tenants providing maintenance, repairs, cleaning, and utilities during the lease period (with the exception of common parts).

Administration costs have also been factored in to the rental values.

The rental values for the Boutique style accommodation reflect self-catering arrangements for the holiday lets and are based on an assumed occupancy of 80%.

7.5 Payback return periods

The whole life model shows the following payback return periods on the initial investment and life costs for those schemes, which generate a profit:

Wake facilities 4 units	year 21
Wake facilities 3 units	year 15
Offices with Mezzanine	year 18
Boutique style holiday lets	year 15

The above shows that the wake facility with 3 units begins to make a profit from year 14 onwards. This is primarily due to the reduced life cost for this scheme due to the building being fully demised with the majority of the life costs falling to the tenants (which is reflected in the reduced rental values)

It is recognised that the payback return periods shown are represent a significant time investment by the council until profitability is seen. This situation can be improved if the capital outlay costs are reduced. This would involve a "light touch" refurbishment of the existing facilities concentrating on aesthetics only. However, given the level of design information and knowledge of the existing buildings we cannot, at this stage, have any confidence that a light touch regime is possible. For example, a significant element of the capital costs relates to the assumption that existing services installations will require significant upgrade to accommodate the offices / residential / wake facilities.

This might not be the case but without detailed survey work we cannot confirm this. Therefore our costs are based on a "middle to worse case" case capital cost scenario

7.6 Master Cost Summary

The Master Cost Summary below shows the overall residual balance at 25 years for each option included within this report taking into account the expenditure against the revenue. The expenditure for each option is made up of the construction capital cost and the life cycle costs over a 25 year period and the revenue is a reflection of the projected rental income for each option.

Based on the financial analysis, the Boutique Style Holiday Let option receives the largest return at £732k at 25 years with a profit generated from year 15 onwards.

There is a large cost difference between this and the Boutique Style Permanent Let which has resulted in a large loss of approx. £1m.



3. Master Summary

	GIFA (m2)	492	639	600	600	545	548
	Offices (no mezz)	Offices (with mezz)	Boutique style holiday let	Boutique style permanent let	Wake facilities (4 units)	Wake facilities (3 units)	
1.0 Expenditure							
1.1 Construction Build Costs	776,000	828,000	1,118,000	1,118,000	896,000	898,000	
1.2 Life Cycle Maintenance Costs							
1.2.1 Major & Minor Replacement & Repair (Fabric & Services)	305,250	396,452	372,256	372,256	24,855	24,991	
1.2.2 Decoration	15,000	19,482	18,293	18,293	15,493	15,578	
1.2.3 Grounds Maintenance (excluded) assumed already being maintained by council	Excl	Excl	Excl	Excl	Excl	Excl	
1.2.4 Cleaning	162,178	210,634	197,778	197,778	25,382	-	
1.2.5 Utilities	190,559	247,495	232,389	232,389	29,823	-	
1.2.6 Administration (excluded - assumed in separate council budget)	Excl	Excl	Excl	Excl	Excl	Excl	
1.2.7 Other Costs (excluded)	Excl	Excl	Excl	Excl	Excl	Excl	
Total Expenditure (A)*	1,449,000	1,702,000	1,939,000	1,939,000	992,000	939,000	
2.0 Revenue							
2.1 Rental Incomes	1,444,109	2,068,394	2,671,316	852,522	1,160,078	1,457,500	
Total Revenue (B)*	1,444,000	2,068,000	2,671,000	853,000	1,160,000	1,458,000	
Residual balance at 25 years (B - A) (negative balances shown in bracket)	(5,000)	366,000	732,000	(1,086,000)	168,000	519,000	

* All figures are rounded to the nearest 1000

8.0 Delivering the preferred solution

8.1 The next Stages

Upon confirmation of the preferred solution and based upon the assumption that a second chapel will be approved for construction concurrently with the new chapel, then it will be possible to align development of the remodelling of the existing chapels so that both projects dovetail and provide efficiency in delivery.

To this end, we have prepared an outline programme, which identifies the high level activities and timeline to inform development of the existing chapels remodelling project.

8.2 Briefing the Project

The scope or refurbishment will need to be carefully considered, to ensure that the facilities offer suitable accommodation that presents an interesting and worthy rental option to possible occupiers, whilst at the same time, minimising the cost to the client.

It may be useful to research similar facilities, to define the best functional and aesthetic brief. In addition, seeking comment and consultation from potential occupiers would ensure that the accommodation provided the most appropriate types of space.

Consideration needs to be given as to how the building might support the needs of a variety of building occupiers, such as zoning of services, access to the various facilities by different building users and maintenance of shared spaces.

By developing a comprehensive brief which establishes expectations beyond the construction activities, this will ensure that the re-modelled chapels present an interesting and worthy location that fulfils its function with minimum post-occupancy alterations.

8.3 Approvals and Governance

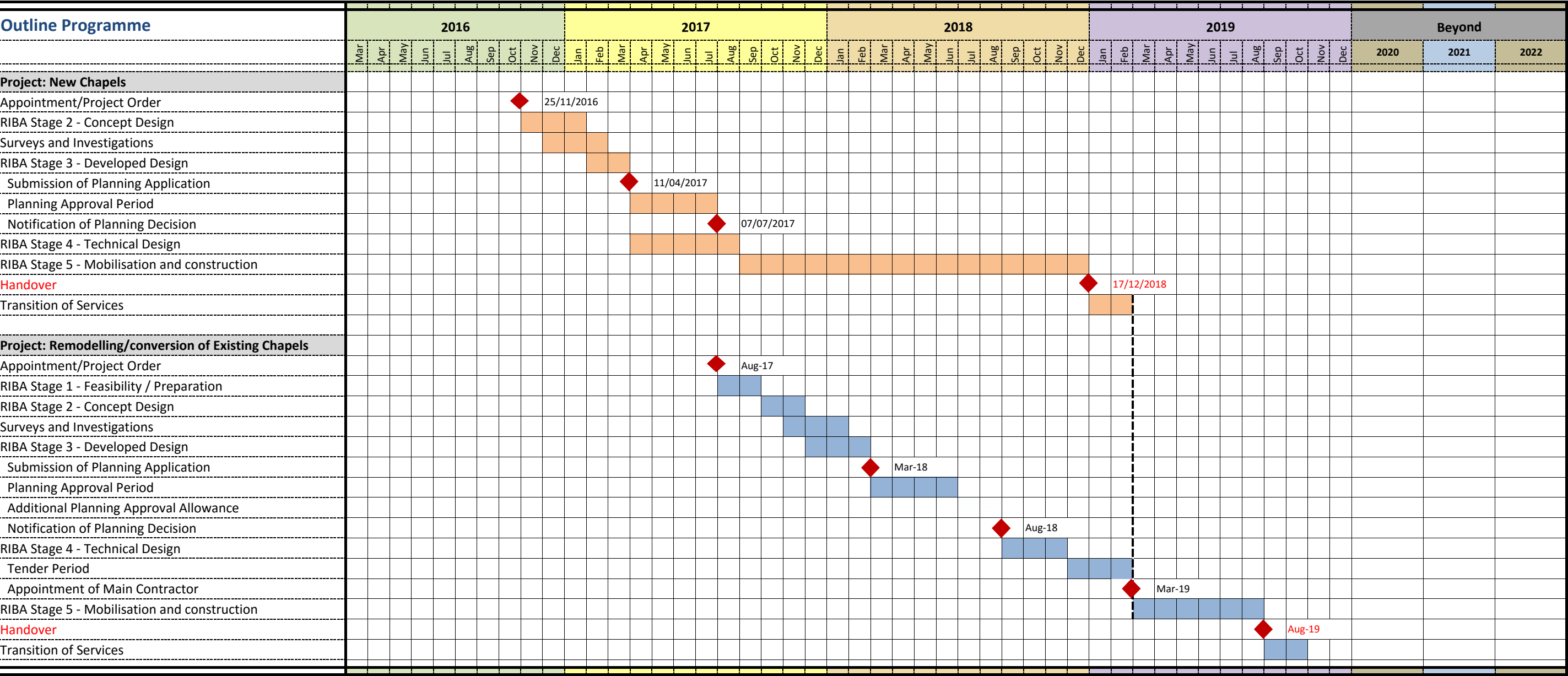
The existing governance and approvals process will be adopted for this project.

8.4 Transfer of service

The outline programme has allowed for some flexibility for completion of the new chapels, full commissioning and operation of the cremators and transfer of service. It is not until the new facility can fully provide a continuum of service that the remodelling of the chapels should commence.

However, it should be possible to align project development with the completion of the new chapels so that with minimum delay, works can proceed once the existing facilities are vacated and no longer in service. This approach ensures that potential commercial return for the existing chapels is crystallised as the earliest opportunity.

Cheltenham Chapels Development



Note: These Outline programmes assume a traditional procurement route given the nature of the projects and listed status of the existing chapels and grounds.

9.0 Summary

Based upon the assessment and assumptions within this report, the commercial re-use of the existing chapels does provide an alternative approach to both maintaining and protecting these Grade II listed properties. This may also provide for a small revenue. The revenue is not likely to be sufficient to fund the cost of constructing a new second chapel.

However, the business case for developing the second chapel needs to consider more than the immediate financial commitment to construct. There are a number of non-financial considerations which also influence the decision when to construct a second chapel.

1. Timing

To build both chapels simultaneously will both define the construction cost and will also ensure that efficiency of construction is maximised. If the two chapels are built as two separate projects, then there will be a disproportionate increase of cost for the second project, due to additional preliminary costs and extended time on site.

If the second chapel is constructed at a future time, then construction activities will disrupt use of the first new chapel. So for a period of time (maybe 6 – 8 months), Cheltenham Borough Council would be able to offer a reduced service capacity from the retained operational Grade II listed chapel, as long as construction works did not limit the relocation of coffins to the new cremation facilities.

If both chapels are constructed at the same time, then the current use of both Grade II Chapels would continue until full transfer of service to the new facilities. There would be no apparent change to capacity or service offer to current clients. Revenue levels would continue as forecast.

2. User Experience

It is most important that the client experience remains as calm and stress free as possible. Having two separate chapel locations may cause some confusion for families and last minute stress of having to relocate and park.

This could be further complicated by a second phase of construction works, which would involve an interim relocation before full relocation to a two new chapel offer. There is risk that the integrity of the bereavement service offer could be scrutinised if locations and changes were not well communicated and managed so that client impact is nullified. It is very difficult to always effectively manage individuals' response to change, so some of this may be beyond your control.

3. Re-use of the vacated space

To retain one Grade II listed chapel impacts the use of the vacated spaces. There would be some capital investment required to improve and refurbish the surplus chapel. These works could disrupt the use of the retained chapel, for a period of time, due to noise and necessary vehicular movement.

The re-use of any vacated spaces would be limited by the requirement to observe quiet and reduced movement during services. There is risk that the space could remain empty or used by another department as spare space, which would not generate any revenue to support ongoing maintenance costs of the Grade II listed chapels.

4. Enhancing the Current Bereavement Service Offer

There is an opportunity to enhance the existing bereavement service offer, through new chapels facilities and improved parking as well as offering on site, bereavement related services, such as flowers, stone masons and Wake facilities. With the support of local funeral directors, this could offer Cheltenham a unique one-stop bereavement service offer, that further reduces anxiety for the families.

The commercial use of the existing chapels will be constrained by the legalities of developing a commercial enterprise that operates in harmony with both past and current use of the cemetery. Whilst the legal constraints do not appear to be insurmountable issues, it would be necessary to develop these in more detail before committing to any remodelling of the chapels.

In principle, the chapels can be physically remodelled to provide appropriate accommodation for the preferred commercial use options as set out in this report. The most cost effective solution is to maintain or improve the existing water and toilet facilities for shared use by the new occupants. To create individual units, will require extension and zoning of services, which would increase remodelling costs but not necessarily ensure increased income.

In Summary, the benefits and dis-benefits of constructing the second chapel at the same time as the first new chapel extend far beyond the financial implications. The actual commercial use of the existing chapels is not likely to secure additional income sufficient to support the additional capital cost of constructing the second chapel, however it does seem reasonable that the commercial re-use of the chapels would cover the ongoing costs of maintaining and protecting the chapels, with a little surplus.

This initial study has identified some potential uses for the existing chapels. The development of the preferred commercial use of the existing chapels should be progressed into a full feasibility, which will further define the benefits and revenue potential of this redevelopment.

Appendix

Appendix A

Table of Consultees and Summary Feedback undertaken as part of this Option Study

Register of Consultees to assess Commercial Options

Date	Name	Job Title and Employer	Brief Summary of discussions	Recommendation or comments of note
22.12.2016	Kelly Ballard	Visitor Economy	Requirement for accommodation and potential demand	Considered that this option presented a risk
03.01.2017	Jeremy Williamson	Managing Director, Cheltenham Development Task Force	Discussed service office accommodation	Advised a mixed development of funeral related services and café/wake facility
09.01.2017	Chloe Smart	Planning Officer Environmental and regulatory Services - Cheltenham Borough Council	Submission of outline development proposals to allow initial high-level LPA thoughts/comments. Also, initial organisation of Pre-Application Consultation information.	TBC
22.12.2016	Flexioffices	Serviced office provider	To discuss comparable evidence and office rental demand etc	outlined in the report
22.12.2016	Instant offices	Serviced office provider	As above	As above
22.12.2016	John Ryder commercial	Commercial agents	To discuss demand and rental values for retail , office and catering facilities in Cheltenham area	Relatively buoyant market for rentals and sales etc
03.01.2017	Ian George Funeral Directors	Funeral Directors	To discuss demand for and current wake facilities	positive for a wake facility
03.01.2017	Co op funeral services	Funeral Directors	As above	As above
04.01.2017	Selim Smith and co	Funeral Directors	As above	As above

Appendix B

2016 Financial Data for Bereavement Services

Service area broken down by function/activity	Percentage of staff time spent on each activity during time capture exercise.	Total Number of FTE's per function/activity	Total Budgeted Salary Cost £ per function/activity	Total Income £ per function/ activity	How much do we have to do this? (statutory/ discretionary)	INPUT/ OUTPUT e.g. no of licences, apps, DFG's etc	Estimated Political Priority High (3) Medium (2) Low (1)	Officer priority High (3) Medium (2) Low (1)
Cem and Crem					Disposal of the dead is a discretionary function, however, once a Council decides to take on this function, there are a number of statutory laws that have to be adhered to.		3	3
Burials								
Grave preparation	4.2	0.756	£18,369.46					
Chapel duties – burials	0.3	0.054	£1,312.10					
Public appointments – burials	0.3	0.054	£1,312.10					
Burial admin	1.6	0.288	£6,997.89					
General enquiries/complaints etc	1.1	0.198	£4,811.05	£305,051.00		263 Burials		
Burial Memorialisation								
Burial memorials admin	0.7	0.126	£3,061.58	£18,450.00		82 Headstone permits		
Cremation								
Cremation admin	11	1.98	£48,110.48					
Chapel duties – cremation	4.1	0.738	£17,932.09					
Cremation process	5.9	1.062	£25,804.71					
Cremated remains	0.2	0.036	£874.74					
Public appointments-cremations	0.4	0.072	£1,749.47					
Gen Enq.	1.1	0.198	£4,811.05	£1,201,373.00		1961 Cremations		
Cremation Memorialisation								
Cremation and memorials admin	2.4	0.432	£10,496.83					
Procurement	0.4	0.072	£1,749.47					
Marketing	0.3	0.054	£1,312.10					
Installation of memorialisation	1.1	0.198	£4,811.05	£134,360.00		All income for the numerous kinds of memorialisation available. Agresso doesn't let us split up into the no. of memorials provided and renewal of leases		
Operations								
Grounds maintenance	38.7	6.966	£169,261.42					
External partners – management (TBC)	0.2	0.036	£874.74	£5,000.00		Agreed annual fee with TBC		
Training	1.1	0.198	£4,811.05					
Staff management	3.2	0.576	£13,995.78					
Customer services	0.1	0.018	£437.37					
Budget monitoring	0.5	0.09	£2,186.84					
Technical Downtime/Maintenance	8.9	1.602	£38,925.75					
Other	8.6	1.548	£37,613.65					
Corp Activities	0.7	0.126	£3,061.58					
Cleaning	0.7	0.126	£3,061.58					
H&S First Aid	0.2	0.036	£874.74					
New Crem Project	2	0.36	£8,747.36					
	100	18	£437,368.00	£1,664,234.00				
Notes: 1. The salary cost and income per function are based on 2014/15 and the percentage time spent is based on the time capture exercise recently exercise. I now realise I shouldn't have included the 'Other' figure in this calculation, as where staff took breaks during the day, they always worked longer than their standard hrs to cover this time.								

Appendix C

Order of Cost Estimate



PICK
EVERARD

Order of Cost Estimate

For

Cheltenham Crematorium
Refurbishment

Cheltenham Borough Council



Issue Number
Date

2
1st February 2017



Quality checking and version control

Quality check

	NAME	INITIAL	DATE
Originator:	Hussein Ibrahim	HUI	01/02/2017
Technically Checked:	John Peel	JRP	01/02/2017
Arithmetically Checked:	Yvonne Hankwell	YSH	01/02/2017
Type / Page Checked:	Yvonne Hankwell	YSH	01/02/2017
Approved:	Nick Hanson	NGH	01/02/2017

Issue register

Distribution (name and company)	Role	Format	Nr of copies	Tick
Julie Mortimer - Pick Everard	Project Manager	E	1	✓

E = Electronic (email or elink)

D = disk / usb stick

HC = Hard copy

Version control

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File location

S:\Bury\2016\161564 - CBC - Two Chapels\Quantity Surveyors\17-0 Technical\17-8 Cost Estimates\X001HUI - Cheltenham Crematorium OCE r2.xlsm



Contents

- I Introduction, general notes and revision notes & commentary
- 2 Option Summary
- 3 Specification notes, assumptions and exclusions
- 4 Option Estimate(s)

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I. Introduction, general information, revision notes & commentary

I.1 - Introduction

- I.1.1 This Order of Cost Estimate has been prepared by Pick Everard on behalf of Cheltenham Borough Council.
- I.1.2 The purposes of this Order of Cost Estimate is to provide initial feasibility cost advice.
- I.1.3 The scheme is currently at stage 2.
- I.1.4 The project is a refurbishment project and briefly comprises of various different options:
Offices (no mezzanine): Refurbishment of chapel into 5 office units with WC's and circulation space.

Offices (with mezzanine): Refurbishment of chapel into 5 office units with WC's and circulation space. 3nr internal spiral staircases for accessing mezzanine floors to 3nr units.

Boutique Style Accommodation: Refurbishment of chapel into 4 apartments with mezzanine floor to 3nr apartments providing additional bedroom space. (this cost covers both option 2a and 2b in the Whole Life Cost Model)

Wake facilities (4 units): Refurbishment of chapel into 2 office units, 1 retail unit and 1 food and beverage unit with servery.

Wake facilities (3 units): Option includes refurbishment of existing chapel, 1 retail unit, 1 food and beverage unit and 1 office unit.
- I.1.5 This Order of Cost Estimate is currently at issue 2.
- I.1.6 This Order of Cost Estimate is intended only for the use of the requesting party.
- I.1.7 The base date of this Order of Cost Estimate is January 2017.
- I.1.8 The estimated construction duration for all options is 20-25 weeks with a commencement date of June 2018
- I.1.9 These costs are based on a competitive commercial tender process and not a negotiated framework process

I.2 - General information

I.2.1 Schedule of Areas

The following areas have been used for the preparation of this Order of Cost Estimate

	GIFA	NIA
Offices (no mezz)		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	478
First Floor	-	-
Total Offices (no mezz)	492	478
Offices (with mezz)		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	478
First Floor	147	147
Total Offices (with mezz)	639	625
Boutique Style Accommodation		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	471
First Floor	108	108



I. Introduction, general information, revision notes & commentary

Total Boutique Style Accommodation **600** **579**

Wake facilities (4 units)

<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	487	483
First Floor	58	58

Total Wake facilities (4 units) **545** **541**

Wake facilities (3 units)

<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	490	479
First Floor	58	58

Total Wake facilities (3 units) **548** **537**

	m ²	ha
Site area (c)	N/A	N/A
Site Coverage (a+b / c)		

** Area excluded from GIFA calculation as this is an external area*

I.2.2 Information Used

I.2.2.1 The following information has been used during the production of this Order of Cost Estimate

Drawing Number / Title	Rev	Comments
Opt_01 - Existing dwg	-	Existing drawing
Opt_01 - Serviced Office_Non-Intervention	-	Offices (no mezz)
Opt_01 - Serviced Office_Serviced Office	-	Offices (with mezz)
Opt_02 - Serviced Apartments	-	Boutique Style accommodation
Opt_03 - Wake facilities	-	Wake facilities (4 units)
Opt_03.I - Wake facilities	-	Wake facilities (3 units)

Issue

I



2. Option Summary

The total project cost limit calculated in this Order of Cost Estimate for the selected option(s) is as follows:

	Option -		Offices (no mezz)		Offices (with mezz)		Boutique Style Accommodation		Wake Facilities (4 units)		Wake Facilities (3 units)	
Group Element	GIFA (m2)		492		639		600		545		548	
Works cost estimate	£		582,000	£	621,000	£	838,000	£	672,000	£	674,000	
Project/design fees estimate	£		116,000	£	124,000	£	168,000	£	135,000	£	135,000	
Other development costs estimate	£		-	£	-	£	-	£	-	£	-	
Risk allowance estimate	£		70,000	£	74,000	£	100,000	£	80,000	£	80,000	
Inflation estimate	£		8,000	£	9,000	£	12,000	£	9,000	£	9,000	
VAT assessment	£		-	£	-	£	-	£	-	£	-	
Cost Limit Total £	£		776,000	£	828,000	£	1,118,000	£	896,000	£	898,000	
£/m² GIFA			1,577.24/m²		1,295.77/m²		1,863.33/m²		1,644.04/m²		1,638.69/m²	
£/m² NIA			1,625.13/m²		1,325.86/m²		1,931.58/m²		1,656.80/m²		1,671.32/m²	

The above costs should be read in conjunction with the other sections of this Order of Cost Estimate and in particular the specification notes, assumptions and exclusions and revision notes.



3. Specification notes, assumptions and exclusions

3.1 Specification notes - Applies to all Options


- 3.1.1 Mid range specification level assumed as no design details included
- 3.1.2 Loose FF&E to offices is provided but excludes data hardware, photo copiers and printers and the like, telephony systems, canteen equipment and the like
- 3.1.3 No loose furniture has been included to the residential apartments
- 3.1.4 Fixed white goods to residential apartments are included
- 3.1.5 Café area furniture is included as is the servery costs
- 3.1.6 We have made an allowance for the survey and removal of asbestos but have assumed there is no significant asbestos contamination

3.2 General assumptions

- 3.2.1 It is assumed offices are not air conditioned
- 3.2.2 Works to be undertaken in single phase;
- 3.2.3 Assumed there is no demolition requirement except minor internal alterations;
- 3.2.4 Assumed gas, water, electricity and data are readily available;
- 3.2.5 Assumed building is structurally sound;
- 3.2.6 Assumed no roof repair/replacement is required.
- 3.2.7 Assumed mezzanine floors can be constructed directly off the ground floor without any additional foundations
- 3.2.8 We have assumed that generally a mid range specification selection of loose furniture is included for in the costs. This does not include items such as printers, data hardware, TV's, computer systems and the like, bar / canteen equipment, telephone handsets, data cabling and the like

3.3 Exclusions

- 3.3.1 Legal fees;
- 3.3.2 Contaminated soil removal and any necessary gas monitoring required;
- 3.3.3 Removal of any existing foundations;
- 3.3.4 Any costs associated with archaeological permissions or findings;
- 3.3.5 Statutory fees;
- 3.3.6 Other development costs;
- 3.3.7 ICT provisions;
- 3.3.8 Land purchase costs;
- 3.3.9 VAT;
- 3.3.10 Discharge of any section 278/106 agreements imposed by planners;
- 3.3.11 Any further planning constraints.

	Issue	I
 4. Option Estimate, Offices (no mezz)	GIFA (m2)	492

1.0 Works Cost Estimate

1.1 Facilitating works estimate		
1.1.1 New Build Works		-
1.1.2 Refurbishment / Remodelling works		-
1.2 Building Works		
1.2.1 New Build Works		-
1.2.2 Refurbishment / Remodelling works		582,000
1.2.3 Consequential Improvements		
1.3 Main Contractors Preliminaries		Incl
1.4 Main Contractors Overheads and Profit		Incl

Works cost estimate (A)	1,183/m²	582,000
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2.0 Project/Design Fees

2.1 Project/design team fees		
2.1.1 General design team fees	15.0%	87,000
2.1.2 Agency fees	5.0%	29,000

Project/Design Fees (B)	236/m²	116,000
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3.0 Other Development Costs

3.1 Other development/project costs estimate		
3.1.1 Excluded		-

Other development costs (C)		-
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4.0 Base Cost Estimate

Base cost estimate (D) = A + B + C	1,419/m²	698,000
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5.0 Risk Allowance Estimate

5.1 Design development risks estimate	3.0%	21,000
5.2 Construction risks estimate	2.0%	14,000
5.3 Employers change risk estimate	3.0%	21,000
5.4 Employers other risks estimate	2.0%	14,000

Risk allowance estimate (E)	142/m²	70,000
------------------------------------	--------------------------	---------------

6.0 Inflation


6.1 Tender Inflation to tender return	0.35%	3,000
6.2 Construction Inflation to mid point of construction	0.70%	5,000

Inflation estimate (F)	16/m²	8,000
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7.0 Cost Limit

7.1 Cost limit (G) (D + E + F)		776,000
7.2 VAT Assessment (H) - Excluded		

Total Cost Limit Total (G + H)	1,577/m²	776,000
---------------------------------------	----------------------------	----------------

	Issue	I
 4. Option Estimate, Offices (with mezz)	GIFA (m2)	639

1.0 Works Cost Estimate

1.1 Facilitating works estimate		
1.1.1 New Build Works		-
1.1.2 Refurbishment / Remodelling works		-
1.2 Building Works		
1.2.1 New Build Works		-
1.2.2 Refurbishment / Remodelling works		621,000
1.2.3 Consequential Improvements		
1.3 Main Contractors Preliminaries		Incl
1.4 Main Contractors Overheads and Profit		Incl

Works cost estimate (A)	972/m ²	621,000
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2.0 Project/Design Fees

2.1 Project/design team fees		
2.1.1 General design team fees	15.0%	93,000
2.1.2 Agency fees	5.0%	31,000

Project/Design Fees (B)	194/m ²	124,000
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3.0 Other Development Costs

3.1 Other development/project costs estimate		
3.1.1 Excluded		-

Other development costs (C)		-
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4.0 Base Cost Estimate

Base cost estimate (D) = A + B + C	1,166/m ²	745,000
------------------------------------	----------------------	---------

5.0 Risk Allowance Estimate

5.1 Design development risks estimate	3.0%	22,000
5.2 Construction risks estimate	2.0%	15,000
5.3 Employers change risk estimate	3.0%	22,000
5.4 Employers other risks estimate	2.0%	15,000

Risk allowance estimate (E)	116/m ²	74,000
-----------------------------	--------------------	--------

6.0 Inflation

6.1 Tender Inflation to tender return	0.35%	3,000
6.2 Construction Inflation to mid point of construction	0.70%	6,000

Inflation estimate (F)	14/m ²	9,000
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7.0 Cost Limit

7.1 Cost limit (G) (D + E + F)		828,000
7.2 VAT Assessment (H) - Excluded		

Total Cost Limit Total (G + H)	1,296/m ²	828,000
--------------------------------	----------------------	---------

	Issue	I
 4. Option Estimate, Boutique Accommodation	GIFA (m2)	600

1.0 Works Cost Estimate

1.1 Facilitating works estimate		
1.1.1 New Build Works		-
1.1.2 Refurbishment / Remodelling works		-
1.2 Building Works		
1.2.1 New Build Works		-
1.2.2 Refurbishment / Remodelling works		838,000
1.2.3 Consequential Improvements		
1.3 Main Contractors Preliminaries		Incl
1.4 Main Contractors Overheads and Profit		Incl

Works cost estimate (A)	1,397/m²	838,000
--------------------------------	----------------------------	----------------

2.0 Project/Design Fees

2.1 Project/design team fees		
2.1.1 General design team fees	15.0%	126,000
2.1.2 Agency fees	5.0%	42,000

Project/Design Fees (B)	280/m²	168,000
--------------------------------	--------------------------	----------------

3.0 Other Development Costs

3.1 Other development/project costs estimate		
3.1.1 Excluded		-

Other development costs (C)		-
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4.0 Base Cost Estimate

Base cost estimate (D) = A + B + C	1,677/m²	1,006,000
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5.0 Risk Allowance Estimate

5.1 Design development risks estimate	3.0%	30,000
5.2 Construction risks estimate	2.0%	20,000
5.3 Employers change risk estimate	3.0%	30,000
5.4 Employers other risks estimate	2.0%	20,000

Risk allowance estimate (E)	167/m²	100,000
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6.0 Inflation

6.1 Tender Inflation to tender return	0.35%	4,000
6.2 Construction Inflation to mid point of construction	0.70%	8,000

Inflation estimate (F)	20/m²	12,000
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7.0 Cost Limit

7.1 Cost limit (G) (D + E + F)		1,118,000
7.2 VAT Assessment (H) - Excluded		

Total Cost Limit Total (G + H)	1,863/m²	1,118,000
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		Issue	I
	4. Option Estimate, Wake facilities (4 units)	GIFA (m2)	545

1.0 Works Cost Estimate

1.1	Facilitating works estimate		
1.1.1	New Build Works		-
1.1.2	Refurbishment / Remodelling works		-
1.2	Building Works		
1.2.1	New Build Works		-
1.2.2	Refurbishment / Remodelling works		672,000
1.2.3	Consequential Improvements		
1.3	Main Contractors Preliminaries		Incl
1.4	Main Contractors Overheads and Profit		Incl

Works cost estimate (A)	1,233/m²	672,000
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2.0 Project/Design Fees

2.1	Project/design team fees		
2.1.1	General design team fees	15.0%	101,000
2.1.2	Agency fees	5.0%	34,000

Project/Design Fees (B)	248/m²	135,000
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3.0 Other Development Costs

3.1	Other development/project costs estimate		
3.1.1	Excluded		-

Other development costs (C)	-
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4.0 Base Cost Estimate

Base cost estimate (D) = A + B + C	1,481/m²	807,000
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5.0 Risk Allowance Estimate

5.1	Design development risks estimate	3.0%	24,000
5.2	Construction risks estimate	2.0%	16,000
5.3	Employers change risk estimate	3.0%	24,000
5.4	Employers other risks estimate	2.0%	16,000

Risk allowance estimate (E)	147/m²	80,000
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6.0 Inflation


6.1	Tender Inflation to tender return	0.35%	3,000
6.2	Construction Inflation to mid point of construction	0.70%	6,000

Inflation estimate (F)	17/m²	9,000
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7.0 Cost Limit

7.1	Cost limit (G) (D + E + F)		896,000
7.2	VAT Assessment (H) - Excluded		

Total Cost Limit Total (G + H)	1,644/m²	896,000
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		Issue	I
	4. Option Estimate, Wake facilities (3 units)	GIFA (m2)	548

1.0 Works Cost Estimate

1.1	Facilitating works estimate		
1.1.1	New Build Works		-
1.1.2	Refurbishment / Remodelling works		-
1.2	Building Works		
1.2.1	New Build Works		-
1.2.2	Refurbishment / Remodelling works		674,000
1.2.3	Consequential Improvements		
1.3	Main Contractors Preliminaries		Incl
1.4	Main Contractors Overheads and Profit		Incl

Works cost estimate (A)	1,230/m²	674,000
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2.0 Project/Design Fees

2.1	Project/design team fees		
2.1.1	General design team fees	15.0%	101,000
2.1.2	Agency fees	5.0%	34,000

Project/Design Fees (B)	246/m²	135,000
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3.0 Other Development Costs

3.1	Other development/project costs estimate		
3.1.1	Excluded		-

Other development costs (C)		-
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4.0 Base Cost Estimate

Base cost estimate (D) = A + B + C	1,476/m²	809,000
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5.0 Risk Allowance Estimate

5.1	Design development risks estimate	3.0%	24,000
5.2	Construction risks estimate	2.0%	16,000
5.3	Employers change risk estimate	3.0%	24,000
5.4	Employers other risks estimate	2.0%	16,000

Risk allowance estimate (E)	146/m²	80,000
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6.0 Inflation

6.1	Tender Inflation to tender return	0.35%	3,000
6.2	Construction Inflation to mid point of construction	0.70%	6,000

Inflation estimate (F)	16/m²	9,000
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7.0 Cost Limit

7.1	Cost limit (G) (D + E + F)		898,000
7.2	VAT Assessment (H) - Excluded		

Total Cost Limit Total (G + H)	1,639/m²	898,000
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Appendix D

Whole Life Cost Model



PICK EVERARD

Whole Life Cost Model

For

Cheltenham Crematorium
Refurbishment Options

Cheltenham Borough Council



Issue Number
Date

2 (Rev 1)
15 February 2017



Quality checking and version control

Quality check

	NAME	INITIAL	DATE
Originator:	John Peel	JRP	01/02/2017
Technically Checked:	Shirley Ashford	SJA	01/02/2017
Arithmetically Checked:	Hesham ElGably	HME	01/02/2017
Type / Page Checked:	Hesham ElGably	HME	01/02/2017
Approved:	Nick Hanson	NGH	01/02/2017

Issue register

Distribution (name and company)	Role	Format	Nr of copies	Tick
Julie Mortimer - Project Manager	Project Manager	E	1	✓

E = Electronic (email or elink)

D = disk / usb stick

HC = Hard copy

Version control

Issue Number	Date issued
2	01/02/2017
1	13/01/2017

File location

S:\Bury\2016\161564 - CBC - Two Chapels\Quantity Surveyors\17-0 Technical\17-8 Cost Estimates\X001JRP - 161564 - WLC model
Master r6 AAR.xlsx



Contents

- I Introduction, general information and revision notes & commentary
- 2 Specifications, assumptions and exclusions and general notes
- 3 Master Summary
- 4 Annualised Summaries (per option)
- 5 Life Cycle Cost Summaries (per option)
- 6 Summary of rental values (year I)

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I. Introduction, general information, revision notes & commentary

I.1 - Introduction

- I.1.1 This Whole Life Cost Model has been prepared by Pick Everard on behalf of Cheltenham Borough Council.
- I.1.2 The purpose of this Whole Life Cost Model is to provide initial feasibility cost advice.
- I.1.3 The scheme is currently at stage 2.
- I.1.4 The project is a refurbishment project and briefly comprises of 3 different options:
- Offices (no mezzanine): Refurbishment of chapel into 5 office units with WC's and circulation space.
- Offices (with mezzanine): Refurbishment of chapel into 5 office units with WC's and circulation space. 3nr internal spiral staircases for accessing mezzanine floors to 3nr units.
- Boutique accommodation: Refurbishment of chapel into 4 apartments with mezzanine floor to 3nr apartments providing additional bedroom space (there are two rental options for this).
- Wake facilities / retail / offices: Refurbishment of chapel into 2 office units, 1 retail unit and 1 food and beverage unit with servery.
- Wake facilities / retail / office: Option includes refurbishment of existing chapel, 1 retail unit, 1 food and beverage unit and 1 office unit.
- I.1.5 This Whole Life Cost Model is currently at issue 1.
- I.1.6 This Whole Life Cost Model is intended only for the use of the requesting party.
- I.1.7 The base date of this Whole Life Cost Model is January 2017.
- I.1.8 The estimated construction duration for all options is 20 - 25 weeks with a commencement date of June 2018.

I.2 - General information

I.2.1 Schedule of Areas

The following areas have been used for the preparation of this Whole Life Cost Model

	GIFA	NIA
Offices (no mezzanine)		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	478
First Floor	-	-
Total Offices (no mezz)	492	478
Offices (with mezzanine)		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	478
First Floor	147	147
Total Offices (with mezz)	639	625
Boutique style accommodation		
<i>Refurbishment</i>	m ²	m ²
Basement level	-	-
Ground Floor	492	471
First Floor	108	108
Total Boutique accommodation	600	579



I. Introduction, general information, revision notes & commentary

Wake facilities (4 units)

Refurbishment	m ²	m ²
Basement level	-	-
Ground Floor	487	483
First Floor	58	58
Total Wake facilities (4 units)	545	541

Wake facilities (3 units)

Refurbishment	m ²	m ²
Basement level	-	-
Ground Floor	490	479
First Floor	58	58
Total Wake facilities (3 units)	548	537

	m ²	ha
Site area (c)	N/A	N/A
Site Coverage (a+ b / c)		

* Area excluded from GIFA calculation as this is an external area

I.2.2 Information Used

I.2.2.1 The following information has been used during the production of this Whole Life Cost Model

Drawing Number / Title	Rev	Comments
Opt_01 - Existing dwg	-	Existing drawing
Opt_01 - Serviced Office_Non-Intervention	-	Offices (no mezz)
Opt_01 - Serviced Office_Serviced Office	-	Offices (with mezz)
Opt_02 - Serviced Apartments	-	Boutique Style accommodation
Opt_03 - Wake facilities	-	Wake facilities (4 units)
Opt_03.I - Wake facilities	-	Wake facilities (3 units)
Other Documents	Rev	
Report by Tim Downing on rental values	21.12.16	



2. Specification notes, assumptions and exclusions

3.1 General Notes

3.1.1 Generally

- 3.1.1.1 All costs shown at NPV with a 3.5% discount rate assumed over 25 years. The NVP is applied to both expenditure and income.
- 3.1.1.2 All revenues are compounded by 2% (starting at year 2) to reflect anticipated increases in commercial rents over the life of the scheme. This is applied prior to the application of the 3.5% discount for NPV.
- 3.1.1.3 All costs are applied to GIFA.
- 3.1.1.4 Costs include allowance for design fees & contingency generally for maintenance based items. We have not included these costs on "low risk" items such as cleaning and utilities.
- 3.1.1.5 Rates are "all in" rates covering major and minor repairs, scheduled and unscheduled maintenance for both fabric and services.
- 3.1.1.6 Grounds maintenance costs have been excluded.
- 3.1.1.7 Council direct administration costs (staff, legal fees) and the like are excluded in the life cycle costs as these have not been advised by the council.
- 3.1.1.8 Revenues have been reduced to reflect net values (i.e. they include reductions for occupancy void loss and administration costs of the leases).
- 3.1.1.9 Cross refer to building cost estimates to understand the notes and exclusions on the base build costs carried forward to this whole life model.
- 3.1.1.10 All costs exclude Taxes and VAT.

3.1.2 Offices option notes

- 3.1.2.1 This option relates to the provision of fully serviced offices leased by the council on short term "easy in easy out" basis.
- 3.1.2.2 One option has no mezzanine the other has a mezzanine floor.
- 3.1.2.3 The costs represent the provision of full maintenance provisions and operational costs being born by the council.
- 3.1.2.4 Rental values have been increased to £22pm2 to reflect the above provision.
- 3.1.2.5 The rental values reflect an anticipated occupancy loss of 20% per annum.

3.1.3 Boutique style accommodation notes

- 3.1.3.1 This option relates to the provision of fully serviced apartments. The scheme design and life cycle cost for both options are identical. However the rental options differ so we have created two distinct options to reflect this.
- 3.1.3.2 The first option relates to the provision of boutique style visitor accommodation. This is based on a self catering situation.
- 3.1.3.3 The gross rental income has been offset by 40% to reflect occupancy costs and administration costs.
- 3.1.3.4 The second option relates to boutique style accommodation rented out on a permanent basis. Rental incomes included in this whole life model reflect 15% administration costs and potential vacancy rates.

3.1.4 Wake facilities notes

- 3.1.4.1 The final option is a mixture of retail, office and wake facilities.
- 3.1.4.2 The lease arrangements for the final option differ to the above in that the council will only be responsible for life cycle costs to common parts. The 4 unit option has 77m2 of common parts and the 3 unit option has no common parts.
- 3.1.4.3 We have allowed for a 5 yearly cycle of decoration and a 10 yearly cycle of maintenance to common parts.
- 3.1.4.4 This is to reflect the fact that the council will have to decorate periodically as tenants vacate premises and new leases are let.
- 3.1.4.5 The 4 unit option does include cleaning and utilities to the areas not demised to tenants.
- 3.1.4.6 The 3 unit option has no utility or cleaning costs as these will be carried out by the tenants as the building is fully demised to tenants.



2. Specification notes, assumptions and exclusions

3.1.4.7 A 10% reduction has been included for revenue incomes as requested by the client.

3.2 General assumptions

- 3.2.1 We have assumed that generally a mid range specification selection of loose furniture is included for in the costs. This does not include items such as printers, data hardware, TV's, computer systems and the like, bar / canteen equipment, telephone handsets, data cabling and the like
- 3.2.2 We have assumed that this appraisal is not subject to any sensitivity analysis or optimism bias requirements.
- 3.2.3 We have assumed that rental values given today will not commence until year 1 of the project.
- 3.2.4 We have assumed 97.5% of the capital cost will be paid in year 0 and the final 2.5% will be paid in year 1 to reflect the release of retention.

3.3 Exclusions

- 3.3.1 Grounds maintenance.
- 3.3.2 Legal fees.
- 3.3.3 VAT.
- 3.3.4 Other taxes.
- 3.3.5 Council administration costs (this also includes insurance).
- 3.3.6 Decanting costs.



3. Master Summary

	GIFA (m2)	492	639	600	600	545	548
	Offices (no mezz)	Offices (with mezz)	Boutique style holiday let	Boutique style permanent let	Wake facilities (4 units)	Wake facilities (3 units)	
1.0 Expenditure							
1.1 Construction Build Costs	776,000	828,000	1,118,000	1,118,000	896,000	898,000	
1.2 Life Cycle Maintenance Costs							
1.2.1 Major & Minor Replacement & Repair (Fabric & Services)	305,250	396,452	372,256	372,256	24,855	24,991	
1.2.2 Decoration	15,000	19,482	18,293	18,293	15,493	15,578	
1.2.3 Grounds Maintenance (excluded) assumed already being maintained by council	Excl	Excl	Excl	Excl	Excl	Excl	
1.2.4 Cleaning	162,178	210,634	197,778	197,778	25,382	-	
1.2.5 Utilities	190,559	247,495	232,389	232,389	29,823	-	
1.2.6 Administration (excluded - assumed in separate council budget)	Excl	Excl	Excl	Excl	Excl	Excl	
1.2.7 Other Costs (excluded)	Excl	Excl	Excl	Excl	Excl	Excl	
Total Expenditure (A)*	1,449,000	1,702,000	1,939,000	1,939,000	992,000	939,000	
2.0 Revenue							
2.1 Rental Incomes	1,444,109	2,068,394	2,671,316	852,522	1,160,078	1,457,500	
Total Revenue (B)*	1,444,000	2,068,000	2,671,000	853,000	1,160,000	1,458,000	
Residual balance at 25 years (B - A) (negative balances shown in bracket)	(5,000)	366,000	732,000	(1,086,000)	168,000	519,000	

* All figures are rounded to the nearest 1000

£

4.1 Annualised Expenditure and Revenue Summary - Offices no mezzanine

GIFA		492 m2																										
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals	
Expenditure																												
Capital Cost Outlay	756,600	19,400																									776,000	
Life Cycle Costs	-	39,452	38,118	36,829	35,583	34,380	33,218	32,094	31,009	29,960	28,947	27,968	27,023	26,109	25,226	24,373	23,549	22,752	21,983	21,239	20,521	19,827	19,157	18,509	17,883	17,278	672,987	
Other Costs																												
Sub total	756,600	58,852	38,118	36,829	35,583	34,380	33,218	32,094	31,009	29,960	28,947	27,968	27,023	26,109	25,226	24,373	23,549	22,752	21,983	21,239	20,521	19,827	19,157	18,509	17,883	17,278	1,448,987	
Cumulative Expenditure	756,600	815,452	853,570	890,399	925,982	960,362	993,580	1,025,674	1,056,683	1,086,644	1,115,591	1,143,559	1,170,582	1,196,690	1,221,916	1,246,289	1,269,837	1,292,590	1,314,572	1,335,812	1,356,333	1,376,160	1,395,317	1,413,826	1,431,709	1,448,987		
Revenue																												
Unit 1 - 5		68,444	67,452	66,475	65,512	64,562	63,626	62,704	61,796	60,900	60,017	59,148	58,290	57,446	56,613	55,792	54,984	54,187	53,402	52,628	51,865	51,113	50,373	49,643	48,923	48,214	1,444,109	
Sub total	-	68,444	67,452	66,475	65,512	64,562	63,626	62,704	61,796	60,900	60,017	59,148	58,290	57,446	56,613	55,792	54,984	54,187	53,402	52,628	51,865	51,113	50,373	49,643	48,923	48,214	1,444,109	
Cumulative Revenue	-	68,444	135,897	202,372	267,883	332,445	396,072	458,776	520,572	581,472	641,489	700,636	758,927	816,372	872,985	928,778	983,762	1,037,949	1,091,350	1,143,978	1,195,843	1,246,956	1,297,329	1,346,972	1,395,895	1,444,109		
Balance	-	756,600 -	747,008 -	717,673 -	688,027 -	658,099 -	627,917 -	597,508 -	566,898 -	536,112 -	505,172 -	474,102 -	442,923 -	411,655 -	380,318 -	348,931 -	317,511 -	286,076 -	254,641 -	223,222 -	191,834 -	160,490 -	129,204 -	97,988 -	66,854 -	35,814 -	4,878	

£

4.2 Annualised Expenditure and Revenue Summary - Offices with mezzanine

GIFA		639 m2																									
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals
Expenditure																											
Capital Cost Outlay	807,300	20,700																									828,000
Life Cycle Costs	-	51,240	49,507	47,833	46,215	44,652	43,142	41,683	40,274	38,912	37,596	36,325	35,096	33,909	32,763	31,655	30,584	29,550	28,551	27,585	26,653	25,751	24,880	24,039	23,226	22,441	874,063
Other Costs																											
Sub total	807,300	71,940	49,507	47,833	46,215	44,652	43,142	41,683	40,274	38,912	37,596	36,325	35,096	33,909	32,763	31,655	30,584	29,550	28,551	27,585	26,653	25,751	24,880	24,039	23,226	22,441	1,702,063
Cumulative Expenditure	807,300	879,240	928,746	976,579	1,022,794	1,067,446	1,110,589	1,152,272	1,192,546	1,231,458	1,269,054	1,305,378	1,340,475	1,374,384	1,407,147	1,438,802	1,469,386	1,498,936	1,527,487	1,555,073	1,581,725	1,607,476	1,632,357	1,656,396	1,679,622	1,702,063	
Revenue																											
Unit 1 - 5		98,033	96,612	95,212	93,832	92,472	91,132	89,811	88,510	87,227	85,963	84,717	83,489	82,279	81,087	79,911	78,753	77,612	76,487	75,379	74,286	73,210	72,149	71,103	70,072	69,057	2,068,394
Sub total	-	98,033	96,612	95,212	93,832	92,472	91,132	89,811	88,510	87,227	85,963	84,717	83,489	82,279	81,087	79,911	78,753	77,612	76,487	75,379	74,286	73,210	72,149	71,103	70,072	69,057	2,068,394
Cumulative Revenue	-	98,033	194,645	289,857	383,689	476,161	567,293	657,104	745,614	832,841	918,803	1,003,520	1,087,009	1,169,288	1,250,375	1,330,286	1,409,040	1,486,652	1,563,139	1,638,518	1,712,804	1,786,013	1,858,162	1,929,265	1,999,338	2,068,394	
Balance	-	807,300 -	781,207 -	734,101 -	686,722 -	639,105 -	591,285 -	543,296 -	495,168 -	446,932 -	398,617 -	350,250 -	301,858 -	253,466 -	205,096 -	156,772 -	108,515 -	60,346 -	12,285	35,652	83,445	131,079	178,537	225,805	272,869	319,715	366,332

£ 4.3 Annualised Expenditure and Revenue Summary - Boutique style accommodation, holiday lets

GIFA		600 m2																											
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals		
Expenditure																													
Capital Cost Outlay	1,090,050	27,950																										1,118,000	
Life Cycle Costs	-	48,112	46,485	44,913	43,394	41,927	40,509	39,139	37,816	36,537	35,301	34,108	32,954	31,840	30,763	29,723	28,718	27,747	26,808	25,902	25,026	24,180	23,362	22,572	21,809	21,071	820,716		
Other Costs																													
Sub total	1,090,050	76,062	46,485	44,913	43,394	41,927	40,509	39,139	37,816	36,537	35,301	34,108	32,954	31,840	30,763	29,723	28,718	27,747	26,808	25,902	25,026	24,180	23,362	22,572	21,809	21,071	1,938,716		
Cumulative Expenditure	1,090,050	1,166,112	1,212,597	1,257,511	1,300,905	1,342,832	1,383,342	1,422,481	1,460,297	1,496,834	1,532,135	1,566,243	1,599,197	1,631,037	1,661,800	1,691,523	1,720,241	1,747,987	1,774,796	1,800,697	1,825,723	1,849,903	1,873,265	1,895,837	1,917,645	1,938,716			
Revenue																													
Unit 1 - 5		126,609	124,774	122,965	121,183	119,427	117,696	115,991	114,309	112,653	111,020	109,411	107,826	106,263	104,723	103,205	101,709	100,235	98,783	97,351	95,940	94,550	93,179	91,829	90,498	89,187	2,671,316		
Sub total	-	126,609	124,774	122,965	121,183	119,427	117,696	115,991	114,309	112,653	111,020	109,411	107,826	106,263	104,723	103,205	101,709	100,235	98,783	97,351	95,940	94,550	93,179	91,829	90,498	89,187	2,671,316		
Cumulative Revenue	-	126,609	251,382	374,348	495,531	614,958	732,655	848,645	962,955	1,075,607	1,186,628	1,296,039	1,403,864	1,510,127	1,614,850	1,718,055	1,819,764	1,920,000	2,018,782	2,116,133	2,212,073	2,306,623	2,399,802	2,491,631	2,582,130	2,671,316			
Balance	-	1,090,050	- 1,039,504	- 961,215	- 883,163	- 805,374	- 727,874	- 650,687	- 573,836	- 497,342	- 421,226	- 345,507	- 270,204	- 195,333	- 120,910	- 46,950	26,532	99,524	172,012	243,987	315,436	386,350	456,720	526,538	595,795	664,484	732,600		

£ 4.4 Annualised Expenditure and Revenue Summary - Boutique style accommodation, permanent lets

GIFA		600 m2																											
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals		
Expenditure																													
Capital Cost Outlay	1,090,050	27,950																									1,118,000		
Life Cycle Costs	-	48,112	46,485	44,913	43,394	41,927	40,509	39,139	37,816	36,537	35,301	34,108	32,954	31,840	30,763	29,723	28,718	27,747	26,808	25,902	25,026	24,180	23,362	22,572	21,809	21,071	820,716		
Other Costs																													
Sub total	1,090,050	76,062	46,485	44,913	43,394	41,927	40,509	39,139	37,816	36,537	35,301	34,108	32,954	31,840	30,763	29,723	28,718	27,747	26,808	25,902	25,026	24,180	23,362	22,572	21,809	21,071	1,938,716		
Cumulative Expenditure	1,090,050	1,166,112	1,212,597	1,257,511	1,300,905	1,342,832	1,383,342	1,422,481	1,460,297	1,496,834	1,532,135	1,566,243	1,599,197	1,631,037	1,661,800	1,691,523	1,720,241	1,747,987	1,774,796	1,800,697	1,825,723	1,849,903	1,873,265	1,895,837	1,917,645	1,938,716			
Revenue																													
Unit 1 - 5		40,406	39,820	39,243	38,674	38,114	37,561	37,017	36,481	35,952	35,431	34,917	34,411	33,913	33,421	32,937	32,459	31,989	31,525	31,069	30,618	30,175	29,737	29,306	28,881	28,463	852,522		
Sub total	-	40,406	39,820	39,243	38,674	38,114	37,561	37,017	36,481	35,952	35,431	34,917	34,411	33,913	33,421	32,937	32,459	31,989	31,525	31,069	30,618	30,175	29,737	29,306	28,881	28,463	852,522		
Cumulative Revenue	-	40,406	80,226	119,469	158,143	196,257	233,819	270,836	307,317	343,269	378,699	413,617	448,028	481,941	515,362	548,299	580,758	612,747	644,273	675,341	705,959	736,134	765,871	795,177	824,059	852,522			
Balance	-	1,090,050	- 1,125,706	- 1,132,371	- 1,138,042	- 1,142,762	- 1,146,575	- 1,149,523	- 1,151,645	- 1,152,980	- 1,153,565	- 1,153,436	- 1,152,626	- 1,151,169	- 1,149,096	- 1,146,438	- 1,143,224	- 1,139,482	- 1,135,240	- 1,130,523	- 1,125,356	- 1,119,764	- 1,113,769	- 1,107,394	- 1,100,659	- 1,093,586	- 1,086,195		

£ 4.5 Annualised Expenditure and Revenue Summary - Wake facilities (4 units)																											
GIFA		545 m2																									
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals
Expenditure																											
Capital Cost Outlay	873,600	22,400																									896,000
Life Cycle Costs	-	3,236	3,127	3,021	2,919	7,064	2,725	2,633	2,544	2,458	20,492	2,294	2,217	2,142	2,069	5,008	1,932	1,866	1,803	1,742	14,527	1,626	1,571	1,518	1,467	3,550	95,552
Other Costs																											
Sub total	873,600	25,636	3,127	3,021	2,919	7,064	2,725	2,633	2,544	2,458	20,492	2,294	2,217	2,142	2,069	5,008	1,932	1,866	1,803	1,742	14,527	1,626	1,571	1,518	1,467	3,550	991,552
Cumulative Expenditure	873,600	899,236	902,363	905,384	908,303	915,367	918,092	920,725	923,269	925,726	946,218	948,513	950,729	952,871	954,940	959,948	961,880	963,746	965,550	967,292	981,819	983,445	985,017	986,535	988,002	991,552	

Revenue																																																					
Unit 1 - 5		54,983	54,186	53,400	52,627	51,864	51,112	50,371	49,641	48,922	48,213	47,514	46,826	46,147	45,478	44,819	44,170	43,529	42,899	42,277	41,664	41,060	40,465	39,879	39,301	38,731	1,160,078																										
Sub total	-	54,983	54,186	53,400	52,627	51,864	51,112	50,371	49,641	48,922	48,213	47,514	46,826	46,147	45,478	44,819	44,170	43,529	42,899	42,277	41,664	41,060	40,465	39,879	39,301	38,731	1,160,078																										
Cumulative Revenue	-	54,983	109,168	162,569	215,195	267,059	318,171	368,543	418,184	467,106	515,319	562,833	609,659	655,806	701,284	746,103	790,273	833,802	876,701	918,977	960,642	1,001,702	1,042,167	1,082,046	1,121,346	1,160,078																											
Balance	-	873,600	-	844,254	-	793,195	-	742,815	-	693,108	-	648,308	-	599,921	-	552,182	-	505,084	-	458,620	-	430,899	-	385,679	-	341,070	-	297,065	-	253,656	-	213,845	-	171,607	-	129,944	-	88,849	-	48,314	-	21,178	-	18,256	-	57,150	-	95,511	-	133,344	-	168,525	-

£ 4.6 Annualised Expenditure and Revenue Summary - Wake facilities (3 units)																																																					
GIFA		548 m2																																																			
Cost Centre	Annual Cost Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Totals																										
Expenditure																																																					
Capital Cost Outlay	875,550	22,450																									898,000																										
Life Cycle Costs	-	-	-	-	-	4,268	-	-	-	-	18,217	-	-	-	-	3,025	-	-	-	-	12,915	-	-	-	-	2,145	40,570																										
Other Costs																																																					
Sub total	875,550	22,450	-	-	-	4,268	-	-	-	-	18,217	-	-	-	-	3,025	-	-	-	-	12,915	-	-	-	-	2,145	938,570																										
Cumulative Expenditure	875,550	898,000	898,000	898,000	898,000	902,268	902,268	902,268	902,268	902,268	920,485	920,485	920,485	920,485	920,485	923,510	923,510	923,510	923,510	923,510	936,425	936,425	936,425	936,425	936,425	938,570																											
Revenue																																																					
Unit 1 - 5		69,079	68,078	67,091	66,119	65,161	64,216	63,286	62,369	61,465	60,574	59,696	58,831	57,978	57,138	56,310	55,494	54,690	53,897	53,116	52,346	51,587	50,840	50,103	49,377	48,661	1,457,500																										
Sub total	-	69,079	68,078	67,091	66,119	65,161	64,216	63,286	62,369	61,465	60,574	59,696	58,831	57,978	57,138	56,310	55,494	54,690	53,897	53,116	52,346	51,587	50,840	50,103	49,377	48,661	1,457,500																										
Cumulative Revenue	-	69,079	137,157	204,248	270,367	335,528	399,745	463,030	525,399	586,864	647,437	707,133	765,964	823,942	881,080	937,390	992,884	1,047,573	1,101,470	1,154,586	1,206,932	1,258,520	1,309,359	1,359,462	1,408,839	1,457,500																											
Balance	-	875,550	-	828,921	-	760,843	-	693,752	-	627,633	-	566,739	-	502,523	-	439,237	-	376,869	-	315,404	-	273,048	-	213,352	-	154,521	-	96,543	-	39,405	-	13,880	-	69,374	-	124,063	-	177,960	-	231,076	-	270,507	-	322,095	-	372,934	-	423,037	-	472,414	-	518,930	-



5.1 Life Cycle Cost Model - Offices (no mezzanine)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	492
	New	0
	Total GIFA	492

Discount rate 3.5%

Whole End of Life	Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
		1.1	Construction works costs, including preliminaries	582,000
		1.2	Other construction related costs	
			Design Fees - Consultants	116,000
			Client Design Development & Project Risk	70,000
			Inflation	8,000
			Subtotal	776,000
		1.3	Client definable costs	
			Land Acquisition Costs	Excluded
			Other direct cost: Loose FF&E and IT	Excluded
			Construction Costs	776,000
		2.0	Maintenance Costs	PV Cost
		2.1	Major Replacement & Refurbishment Costs	305,250
		2.2	Refurbishment and adaptation	Excluded
			Major Replacement Costs over 25 yr period	305,250
				PV Cost
		2.3	Decorations	15,000
		2.4	Minor replacement, repairs	Incl in 2.1
		2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
		2.6	Grounds Maintenance	Excluded
			Total Maintenance Costs over 25 yr period	15,000
		3.0	Operation Costs	PV Cost
		3.1	Cleaning	162,178
		3.2	Utilities	190,559
		3.3	Administration Costs	Excluded
		3.4	Overheads	Excluded
		3.5	Taxes	Excluded
		3.6	Client definable costs	Excluded
			Total Operation Costs over 25 yr period	352,737
		4	Occupancy Costs	
			Annualised Occupancy Costs over 25 yr per	
		5	End of Life Costs	Excluded
			Total End of Life Costs over 25 years period	
		6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs				1,448,987
Annual Equivalent LCC including construction costs (£/m2/annum)				117.80
Life Cycle Costs over 25 yr period excluding construction costs				672,987
Annual Equivalent LCC excluding construction costs (£/m2/annum)				54.71



5.2 Life Cycle Cost Model - Offices (with mezzanine)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	639
	New	0
	Total GIFA	639

Discount rate 3.5%

Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
	1.1	Construction works costs, including preliminaries	621,000
	1.2	Other construction related costs	
		Design Fees - Consultants	124,000
		Client Design Development & Project Risk	74,000
		Inflation	9,000
		Subtotal	828,000
	1.3	Client definable costs	
		Land Acquisition Costs	Excluded
		Other direct cost: Loose FF&E and IT	Excluded
		Construction Costs	828,000
	2.0	Maintenance Costs	PV Cost
	2.1	Major Replacement & Refurbishment Costs	396,452
	2.2	Refurbishment and adaptation	Excluded
		Major Replacement Costs over 25 yr period	396,452
			PV Cost
	2.3	Decorations	19,482
	2.4	Minor replacement, repairs	Incl in 2.1
	2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
	2.6	Grounds Maintenance	Excluded
		Total Maintenance Costs over 25 yr period	19,482
	3.0	Operation Costs	PV Cost
	3.1	Cleaning	210,634
	3.2	Utilities	247,495
	3.3	Administration Costs	Excluded
	3.4	Overheads	Excluded
	3.5	Taxes	Excluded
	3.6	Client definable costs	Excluded
		Total Operation Costs over 25 yr period	458,128
Whole End of Life	4	Occupancy Costs	
		Annualised Occupancy Costs over 25 yr per	
	5	End of Life Costs	Excluded
Whole End of Life		Total End of Life Costs over 25 years period	
	6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs			1,702,063
Annual Equivalent LCC including construction costs (£/m2/annum)			106.55
Life Cycle Costs over 25 yr period excluding construction costs			874,063
Annual Equivalent LCC excluding construction costs (£/m2/annum)			54.71



5.3 Life Cycle Cost Model - Boutique style accommodation (holiday lets)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	600
	New	0
	Total GIFA	600

Discount rate 3.5%

Whole End of Life	Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
		1.1	Construction works costs, including preliminaries	838,000
		1.2	Other construction related costs	
			Design Fees - Consultants	168,000
			Client Design Development & Project Risk	100,000
			Inflation	12,000
			Subtotal	1,118,000
		1.3	Client definable costs	
			Land Acquisition Costs	Excluded
			Other direct cost: Loose FF&E and IT	Excluded
			Construction Costs	1,118,000
		2.0	Maintenance Costs	PV Cost
		2.1	Major Replacement & Refurbishment Costs	372,256
		2.2	Refurbishment and adaptation	Excluded
			Major Replacement Costs over 25 yr period	372,256
				PV Cost
		2.3	Decorations	18,293
		2.4	Minor replacement, repairs	Incl in 2.1
		2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
		2.6	Grounds Maintenance	Excluded
			Total Maintenance Costs over 25 yr period	18,293
		3.0	Operation Costs	PV Cost
		3.1	Cleaning	197,778
		3.2	Utilities	232,389
		3.3	Administration Costs	Excluded
		3.4	Overheads	Excluded
		3.5	Taxes	Excluded
		3.6	Client definable costs	Excluded
			Total Operation Costs over 25 yr period	430,168
		4	Occupancy Costs	
			Annualised Occupancy Costs over 25 yr per	
		5	End of Life Costs	Excluded
			Total End of Life Costs over 25 years period	
		6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs				1,938,716
Annual Equivalent LCC including construction costs (£/m2/annum)				129.25
Life Cycle Costs over 25 yr period excluding construction costs				820,716
Annual Equivalent LCC excluding construction costs (£/m2/annum)				54.71



5.4 Life Cycle Cost Model - Boutique style accommodation (permanent lets)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	600
	New	0
	Total GIFA	600

Discount rate 3.5%

Whole End of Life	Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
		1.1	Construction works costs, including preliminaries	838,000
		1.2	Other construction related costs	
			Design Fees - Consultants	168,000
			Client Design Development & Project Risk	100,000
			Inflation	12,000
			Subtotal	1,118,000
		1.3	Client definable costs	
			Land Acquisition Costs	Excluded
			Other direct cost: Loose FF&E and IT	Excluded
			Construction Costs	1,118,000
		2.0	Maintenance Costs	PV Cost
		2.1	Major Replacement & Refurbishment Costs	372,256
		2.2	Refurbishment and adaptation	Excluded
			Major Replacement Costs over 25 yr period	372,256
				PV Cost
		2.3	Decorations	18,293
		2.4	Minor replacement, repairs	Incl in 2.1
		2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
		2.6	Grounds Maintenance	Excluded
			Total Maintenance Costs over 25 yr period	18,293
		3.0	Operation Costs	PV Cost
		3.1	Cleaning	197,778
		3.2	Utilities	232,389
		3.3	Administration Costs	Excluded
		3.4	Overheads	Excluded
		3.5	Taxes	Excluded
		3.6	Client definable costs	Excluded
			Total Operation Costs over 25 yr period	430,168
		4	Occupancy Costs	
			Annualised Occupancy Costs over 25 yr per	
		5	End of Life Costs	Excluded
			Total End of Life Costs over 25 years period	
		6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs				1,938,716
Annual Equivalent LCC including construction costs (£/m2/annum)				129.25
Life Cycle Costs over 25 yr period excluding construction costs				820,716
Annual Equivalent LCC excluding construction costs (£/m2/annum)				54.71



5.5 Life Cycle Cost Model - Wake facilities (4 units)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	468
	New	0
	Common parts	77
	Total GIFA	545

Discount rate 3.5%

Whole End of Life	Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
		1.1	Construction works costs, including preliminaries	672,000
		1.2	Other construction related costs	
			Design Fees - Consultants	135,000
			Client Design Development & Project Risk	80,000
			Inflation	9,000
			Subtotal	896,000
		1.3	Client definable costs	
			Land Acquisition Costs	Excluded
			Other direct cost: Loose FF&E and IT	Excluded
			Construction Costs	896,000
		2	Maintenance Costs	PV Cost
		2.1	Major Replacement & Refurbishment Costs	24,855
		2.2	Refurbishment and adaptation	Excluded
			Major Replacement Costs over 25 yr period	24,855
				PV Cost
		2.3	Decorations	15,493
		2.4	Minor replacement, repairs	Incl in 2.1
		2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
		2.6	Grounds Maintenance	Excluded
			Total Maintenance Costs over 25yr period	15,493
		3	Operation Costs (to common parts only)	PV Cost
		3.1	Cleaning	25,382
		3.2	Utilities	29,823
		3.3	Administration Costs	Excluded
		3.4	Overheads	Excluded
		3.5	Taxes	Excluded
		3.6	Client definable costs	Excluded
			Total Operation Costs over 25 yr period	55,205
		4	Occupancy Costs	
			Annualised Occupancy Costs over 25 yr per	
		5	End of Life Costs	Excluded
			Total End of Life Costs over 25 years period	
		6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs				991,552.46
Annual Equivalent LCC including construction costs (£/m2/annum)				73
Life Cycle Costs over 25 yr period excluding construction costs				95,552.46
Annual Equivalent LCC excluding construction costs (£/m2/annum)				7.01



5.6 Life Cycle Cost Model - Wake facilities (3 units)

Life Cycle Period of Analysis in years (post construction)	25	
Base date	4Q2018	
Location (BCIS Index)	Cheltenham	
GIFA	Refurbishment	548
	New	0
	Common Parts	0
	Total GIFA	548

Discount rate 3.5%

Whole End of Life	Annual Maintenance, Occupancy & Operation Costs	1.0	Construction Costs	PV Cost
		1.1	Construction works costs, including preliminaries	674,000
		1.2	Other construction related costs	
			Design Fees - Consultants	135,000
			Client Design Development & Project Risk	80,000
			Inflation	9,000
			Subtotal	898,000
		1.3	Client definable costs	
			Land Acquisition Costs	Excluded
			Other direct cost: Loose FF&E and IT	Excluded
			Construction Costs	898,000
		2	Maintenance Costs	PV Cost
		2.1	Major Replacement & Refurbishment Costs	24,991
		2.2	Refurbishment and adaptation	Excluded
			Major Replacement Costs over 25 yr period	24,991
		2.3	Decorations	PV Cost
				15,578
		2.4	Minor replacement, repairs	Incl in 2.1
		2.5	Unscheduled Repairs, Replacement and Maintenance	Incl in 2.1
		2.6	Grounds Maintenance	Excluded
			Total Maintenance Costs over 25 yr period	15,578
		3	Operation Costs	PV Cost
		3.1	Cleaning	0
		3.2	Utilities	0
		3.3	Administration Costs	Excluded
		3.4	Overheads	Excluded
		3.5	Taxes	Excluded
		3.6	Client definable costs	Excluded
			Total Operation Costs over 25 yr period	0
		4	Occupancy Costs	
			Annualised Occupancy Costs over 25 yr per	
		5	End of Life Costs	Excluded
			Total End of Life Costs over 25 years period	
		6-8	Whole life elements are excluded from this costing	Excluded
Life Cycle Costs over 25 yr period including construction costs				938,569.72
Annual Equivalent LCC including construction costs (£/m2/annum)				69
Life Cycle Costs over 25 yr period excluding construction costs				40,569.72
Annual Equivalent LCC excluding construction costs (£/m2/annum)				2.96



6. Summary of Rental Values

	GIFA sqft	Rent per sqft	Total Rent	Occupancy Loss / Admin costs	Revised Total rent (yr 1)
1.0 Offices (no mezzanine)				20%	
1.1 Unit 1	1,312 £	22.00	28,864	5,772.80	23,091
1.2 Unit 2	1,322 £	22.00	29,084	5,816.80	23,267
1.3 Unit 3	815 £	22.00	17,930	3,586.00	14,344
1.4 Unit 4	352 £	22.00	7,744	1,548.80	6,195
1.5 Unit 5	224 £	22.00	4,928	985.60	3,942
			Sub total		70,840
2.0 Offices (with mezzanine)				20%	
2.1 Unit 1	1,988 £	22.00	43,736	8,747.20	34,989
2.2 Unit 2	1,938 £	22.00	42,636	8,527.20	34,109
2.3 Unit 3	1,263 £	22.00	27,786	5,557.20	22,229
2.4 Unit 4	352 £	22.00	7,744	1,548.80	6,195
2.5 Unit 5	224 £	22.00	4,928	985.60	3,942
			Sub total		101,464
3.0 Boutique accommodation (holiday lets)				40%	
3.1 Flats 1-4	6,460 £	33.81	218,400	87,360	131,040
			Sub total		131,040
4.0 Boutique accommodation (permanent lets)				15%	
4.1 Flats 1-4	6,460	7.62	49,200	7,380	41,820
			Sub total		41,820
5.0 Wake facilities (4 units)				N/A	
5.1 Unit 1	1,988 £	13.00	25,844	-	25,844
5.2 Unit 2	1,381 £	15.00	20,715	-	20,715
5.3 Unit 3	607 £	15.00	9,105	-	9,105
5.4 Unit 4	582 £	13.00	7,566	-	7,566
			Sub total		63,230
6.0 Wake facilities (3 units)				N/A	
6.1 Unit 1	3,652 £	13.00	47,476	-	47,476
6.2 Unit 2	1,524 £	15.00	22,860	-	22,860
6.3 Unit 3	607 £	15.00	9,105	-	9,105
			Sub total		79,441