

# DELIVERY STRATEGY





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#### 1.0 INTRODUCTION

Grainger Plc. was appointed in March 2011 by the Defence Infrastructure Organisation as the Development Partner for the delivery of the Aldershot Urban Extension.

#### 'Grainger's vision is to create a sustainable development to benefit the community of Aldershot, reinforce the historic character of the site and create an integrated extension to the town of Aldershot.'

As development partner Grainger's role is to obtain planning approval for the masterplan and facilitate the delivery of the development. The aim of this document is to set out how Grainger intend to bring the development forward over the next approx. 15 years.

This Delivery Strategy accompanies the 'hybrid' planning application submitted by Grainger to Rushmoor Borough Council (RBC) for the development of land within Aldershot known as the Aldershot Urban Extension (AUE), hereinafter referred to as 'Wellesley'. Grainger is seeking outline planning permission for residential development of up to 3,850 dwellings with associated infrastructure including access and full permission for Maida Zone - Phase 1 of 228 dwellings and associated infrastructure at Wellesley (the Hybrid Application). This Delivery Strategy sets out Grainger's approach to the delivery of the development and should be read in conjunction with the corresponding application forms and drawings, along with the suite of documents that support this hybrid planning application.

In order to create a sustainable community it is important that the social and physical infrastructure is delivered in line with the residential areas as this will not only provide the new and emerging communities with adequate amenity space but will also increase the marketability of the area which has a direct impact on the regeneration of Aldershot Town Centre. Given the approx. 15 year delivery period the local authority will be seeking surety that:

- a) The delivery of key elements such as the affordable housing, amenity space and the listed buildings are in line with the delivery of the private residential units, rather than left to the end of the development programme.
- b) The delivery of the overall development by a number of house builders will result in a coherent and comprehensive development.
- c) A level of flexibility has been incorporated into the process to allow detailed proposals to adapt to change, e.g. policy, technology, demographics, needs and demands.

In order to provide surety and manage the delivery of Wellesley the site has been subdivided into the Core Development Area, SANGS and Off-Site Infrastructure as set out below.

#### 2.0 APPROACH TO PLANNING APPLICATION & DELIVERY

Wellesley covers an extensive area which can be divided into:

- 1. **Core Development Area (CDA):** the built environment delivering up to 3,850 new homes and supporting services and infrastructure
- 2. **SANGS & Open Space**: SANGS, allotments and sports provision with associated infrastructure outside the Core Development Area
- Off-Site Infrastructure: The off-site infrastructure will be delivered in line with the Transport Assessment and as per agreement with Hampshire County Council. The delivery timescales will also be obligations in the S106

The existing and proposed built environment is located within the Core Development Area. The historical and existing baseline as well as development proposals within the Core Development Area has been assessed as part of the planning application.

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In taking the developing from the assessment of the baseline to the assessment of the proposals and the delivery stage the site has been parcelled up to manageable areas called Development Zones. These Zones are defined by proposed boundaries (typically roads and natural edges). (See **Appendix A**)

This delivery strategy as well as the Affordable Housing Strategy, Environment Statement development assessment, mitigation measures, Design Codes and strategies set out in the hybrid planning application are based on the Development Zones. Therefore when delivering Wellesley all parties, Grainger, Housebuilders and the local authority will be able to clearly identify what proposals and mitigation measures are applicable to each Development Zone.

Details of the SANG's proposals and the SANGS delivery plan are set out in the 'Strategy for the delivery of Suitable Alternative Natural Greenspace (SANG)'. The timescales for the sports provision and allotments will be obligations in the S106 as agreed with Rushmoor Borough Council and Hampshire County Council.

The off-site infrastructure will be delivered in line with the Transport Assessment and as per agreement with Hampshire County Council. The delivery timescales will also be obligations in the S106. The underlying principle is that the infrastructure will be phased in such a way as to deliver the relevant infrastructure to minimise the impact of the emerging residential development.

This Delivery Strategy sets out how this will be achieved and focuses on the Core Development Area. Within this area there are five key elements which have to be considered from a delivery perspective, namely:

- Illustrative Delivery Plan
- Approach to Detailed Proposals
- Existing Buildings & Structures
- Development Management
- Property and Land Management

The delivery strategy for each of these elements is set out below.

#### 3.0 ILLUSTRATIVE DELIVERY PLAN

The Core Development Area covers the largest area of the site and comprises of a variety of development zones with different characters, densities and access points. The character of the area around the Cambridge Military Hospital zone is more historical in nature; the area to the west will be more medium density home and the eastern zones of the site will be higher density urban zones with more apartments. This variety of products will attract different buyers' market and thus enable Grainger to develop more than one zone at a time without compromising values. In order to co-ordinate this and delivery a sustainable community the site has been subdivided into **20** development zones as set out in **Appendix A**. An Illustrative Delivery Plan has been produced (**See Appendix B**) which sets out how Grainger intend to bring the development zones forward over the next 15 years but it will be influenced by the market and the final triggers agreed in the S106. Due to the length of the development programme, whilst the outline strategy is unlikely to change, the actual detail can be reviewed on a zone by zone basis.

The phased vacation of the surplus MoD land and hand over to Grainger as well as the delivery of the social and physical infrastructure within the Core Development Area has influenced the Illustrative Delivery Plan. Key deliverables include:

1. Cambridge Military Hospital Zone: this zone is a key character area of Wellesley and has been identified for delivery within the first few years of the development. This allows sufficient time to finesse proposals and obtain the relevant listed building consents without compromising the final usage and marketability of this development zone.



- 2. Neighbourhood Centre Zone: The AUE SPD states that the first retail unit should be delivered prior to occupation of 200 residential units with the remainder prior to the occupation of 1,000 units. However the initial phases of the development have been located adjacent to the Town Centre in order to promote the use of existing facilities and act as a catalyst for its regeneration. A key component of the Neighbourhood Centre is the Head Quarters 4th Division and it is Grainger's aspiration to commence the redevelopment of this building prior to the occupation of 1,000 units with completion by 1,500 units.
- Western Primary School: Hampshire County Council have identified a requirement for the school at an early stage of the development therefore the school site will be delivered prior to commencement of development.
- 4. Eastern School Site: Grainger will work with Hampshire County Council to agree the appropriate timescale for the delivery of the Eastern School site to ensure that there is sufficient time to build out in line with the Western Primary School reaching capacity. The Illustrative Delivery Plan estimates handing over the site by approx. 1,500 units however the final agreed trigger will be set out in the S106.
- 5. Smith Dorrien: This building has been identified for community uses and although it will be used as a project office in the initial years it will be available for community use by the emerging residents from first occupation. To facilitate this Grainger have already commenced remediation and renovation works.
- 6. Waste Facility: There is an aspiration in the AUE SPD to deliver this facility prior to the occupation of 100 residential units. As this site will only be handed over to Grainger in 2015 and works are required prior to transfer of the site to Hampshire County Council (e.g. demolition of the existing buildings) the current Illustrative Delivery plan estimates the transfer by approx. 450 units.
- 7. Queen's Avenue and Alison's Road: These roads are currently unadopted but open to the general public and form part of the Gold bus route. The intention is that they will be adopted but as they fall within a number of development zones Grainger will work with RBC & Hampshire County Council to agree the detailed design proposals and most appropriate time frame from delivery which will be set out in the S106.

Development Zone	Approx. No. Units	Affordable Units	Listed Buildings	Deliverables
A. Maida	228	80	Smith Dorrien & Maida Gymnasium	Community Use, Offices & Gymnasium Western Primary School
B. Coruna	705	247		
С. СМН	134	47	Cambridge Military Hospital	Non-residential institutions / assembly & leisure (community & day care) D1/D2, B1 and ancillary
D. McGrigor	118	41		
E. Gunhill	105	37		
F. Knollys Road	22	8		
G. Pennyfathers	123	43		
H. Stanhope Lines West	162	57		Western Stanhope Lines
I. School End	105	37	The Observatory	
J. Browning/Canalside	475	166		

Key deliverables associated with each development zone of Wellesley are set out below:



K. Stanhope Lines East	255	88		Parade Park and the
				Eastern Stanhope Lines
L. Neighbourhood Centre	16	6	Head Quarters 4th	Retail, B1, A2,
			Division	Restaurant/pub & Day
				Care Facility
M. Buller	243	85		Eastern Primary School
N. God's Acre	170	60		Play Area
O. Mandora	133	46	Fitzwygram House	Day Care Facility
P. Peaked Hill	60	21		
Q. Clayton	298	104		
R. ABRO	0	0		Waste Facility, B1, B2 &
				B8
S. REME	392	137		Retail
T. Parsons	106	37		

The total number of units identified in each development zone is approximate. In order to provide a degree of flexibility a 5% variance can be applied to each development zone to allow for site specific technical constraints and opportunities. Notwithstanding this variance the site wide number of dwellings delivered at Wellesley is capped at 3,850. Where the actual numbers of units vary the quantum of affordable housing will adjust accordingly, both within the development zone and across the remainder of the development. The provision of Affordable Housing Units within a Development Zone may range between 30-40% provided the overall provision across the site is 35%. In special circumstances, e.g. the Cambridge Military Hospital, no affordable housings may be delivered within a particular reserved matters application, however the overall target of 35% will still apply.

The delivery of each development zone will include associated open space, infrastructure as well as the detailed proposals for each monument and listed building.

#### 4.0 APPROACH TO DETAILED PROPOSALS

Each Development Zone may comprise of more than one reserved matter area and the approach below sets out how this will be managed through the *design codes*, *affordable housing strategy* and each *reserved matters application*.

#### Design Codes:

A suite of design code documents have been prepared in line with the development zones and delivery strategy. The Design Code is composed of a suite of three documents:

- **Document 1 General Masterplan Principles:** Describes the general character for each of the proposed Character Areas and their various sub-areas. It identifies key heritage and landscape features in each area and gives a general indication of the proposed requirements for the design of the urban form and the public realm.
- **Document 2 Definitions & Technical Guidance:** This reference document contains detailed explanations of the how the Design Code requirements are to be applied. It specifies parameters for the street design and includes the approved palettes for selecting tree species, hard and soft landscaping materials, street lighting, furniture and boundary treatments. It also defines any technical terms that are used within the Design Code documents.
- **Document 3 Design Code Requirements:** Identifies the specific design code requirements for each particular Development Zone.



The key delivery document is **Document 3 Design Code Requirements** which will be prepared and submitted to the local authority for approval prior to the commencement of any development within a Development Zone unless otherwise agreed with the local authority. This document defines the specific urban design principles to be applied to the development of the relevant zone of the Masterplan. It must set out how it complies with the vision as set out in the Design and Access Statement, Document 1 and 2 of the Design Codes and the Conservation Plan and Heritage Strategy as well as the parameters plans and mitigation measures identified in the Environment Statement. It will establish the parameters for the heritage, land use, urban form, key buildings, scale, materials where applicable, road, pedestrian and cycle hierarchy and linkages as well as the public realm and open space provision within the Zone. All subsequent reserved matters application will have to demonstrate how they comply with this Document.

For the Hybrid Planning Application Document 3 has been submitted for the Maida Zone which clear demonstrates the level of detail which will be submitted for each subsequent Development Zone unless otherwise agreed with the local authority.

This suite of design codes will be monitored during the life of the development with updates submitted as and when agreed with Rushmoor Borough Council.

#### Affordable Housing Strategies:

An Affordable Housing Masterplan Strategy has been submitted as part of the hybrid planning application. This sets out the target number of units, tenure and mix for each development zone. Prior to commencement of each Development Zone an Affordable Housing Area Strategy will be submitted setting out the number of estimated reserved matters applications within a Development Zone and the proposed quantum of affordable housing units provided for each application. Each subsequent reserved matters application will be accompanied by an Affordable Housing Reserved Matters Strategy which sets out the actual quantum, tenure and mix of affordable units delivered. The Affordable Housing Masterplan Strategy and Area Strategy will be updated to reflect the actual quantum, tenure and mix being delivered to ensure that the target 35% affordable housing comprising of 60% affordable rent and 40% intermediate is delivered across the site. This reconciliation mechanism will enable RBC and Grainger to monitor the actual provision against the targets.

The Grainger Project Monitor will liaise with RBC on a regular basis and provide updates on occupations.

#### **Reserved Matters Applications:**

In addition with each reserved matters application the following will be submitted:

- Remediation Statement
- Utilities Statement
- Sustainability & Energy Statement
- Site Waste Management Strategy
- EIA Compliance checklist

Each of these documents will set out how they comply with the technical strategies and any changes to policies and/or technologies.

#### 5.0 EXISTING BUILDINGS & STRUCTURES

Demolition of the buildings located within the conservation area will be subject to a Conservation Area Consent. As part of the Conservation Plan & Heritage Strategy Grainger has reviewed every building on site and assessed them against:

Heritage Significance

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- Aesthetic Value
- Future Use/Convertibility
- Construction and Condition

This has resulted in the identification of buildings which we believe should be demolished as set out in the Demolition Parameter Plan (Ref PP2) and schedule in **Appendix C**.

The Hybrid Planning Application applies for demolition of all those buildings which fall outside the conservation area and curtilage of a listed building. The timescale for the demolition of these buildings will be assessed on a zone by zone basis during the life of the development. Key considerations include:

- The handover off areas and assets to Grainger by the MoD
- The condition of the buildings
- Health and safety risks
- Identification of interim alternative uses
- The delivery programme
- Management, maintenance and security costs

All buildings which are located within a conservation area are subject to conservation area consent for demolition. In order to apply for approval of the demolition of any buildings and associated infrastructure in the area the Developer will have to demonstrate that every practical effort has been made to retain them, they are inappropriate in character and/or beyond repair. In addition the local authority will require details of the buildings to be demolished, timing for demolition and details of the proposed setting prior to granting approval. Therefore Grainger will apply for Conservation Area Consent for the demolition of existing buildings when they submit **Document 3 Design Code Requirements** for a Development Zone. Document 3 of the Design Codes will provide comfort to Rushmoor Borough Council on the future proposals and settings.

There are 6 Grade II Listed Buildings on site which will be retained although a number of later additions to the buildings have been identified which could be demolished as they detract from and/or have a negative impact on the original buildings and setting. Although the Environment Statement and illustrative masterplan has considered that these additions will be demolished they will be subject to a listed building and conservation area consent where relevant.

The Design and Access Statement identifies a number of options for the locally and nationally listed buildings but the final proposals will be subject to listed building and conservation area consent, especially the:

- a) Cambridge Military Hospital set within the CMH Development Zone and
- b) The Head Quarters 4th Division set within the Neighbourhood Centre Development Zone

As an important building to the people of Aldershot as well as a significant historical asset and iconic facility proposals for the Cambridge Military Hospital will be widely consulted and delivered early in the programme as set out in the Illustrative Delivery Plan (**Appendix A**). In the meantime Grainger have carried out a number of conditions, structural and asbestos surveys of the existing buildings and are in the process of implementing a maintenance and repairs programme to ensure the building is protected and made weather and water tight. Please see section 7.0 for further details.

Although the illustrative masterplan identifies which monuments can be relocated the actual works will be informed by consultation with the relevant stakeholders, be subject to Listed Building Consent and a detailed application will have to be submitted. The relocation will be applied for on a zone by zone basis although Document 3 of the design codes will identify the current and proposed locations and settings.



A series of recordings, as set out in the Conservation Plan and Heritage Strategy, will be implemented prior to the demolition of buildings in the Conservation Area and/or the Curtilage of a Listed Building at Wellesley.

#### 6.0 DEVELOPMENT MANAGEMENT

As development manager Grainger's role is to facilitate the delivery of Wellesley. The quality, parameters and vision are set out in the various documents submitted as part of the Hybrid Planning Application and the key is to take this through to the actual delivery. There are 3 main elements to the delivery, namely:

- 1. Strategic Infrastructure
- 2. Residential Development
- 3. Social Infrastructure and Key areas

Grainger's role in each of these elements will vary as set out below.

#### Strategic Infrastructure

Grainger will deliver the on and off-site strategic infrastructure (unless otherwise agreed with HCC) for the project, enabling the parcelling up of development plots for sale/self-development. This infrastructure is delivered through an infrastructure Contractor. Contractors are appointed through a full construction procurement process, including pre-qualification questionnaire (PQQ), full tender to a short list of suitable Contractors and an in-depth tender assessment process. Any contractor qualifying through the PQQ process is required to meet certain minimum standards. These include health & safety record, financial health, membership of Considerate Constructors Scheme and other industry recognised approval procedures such as the Contractors Health and Safety Assessment Scheme (CHAS) and Construction Line, the Government's national register for construction suppliers.

#### **Residential Development**

Residential land within a development zone will be brought to the market in parcels with the optimum size of the parcels being 90 to 130 dwellings. This provides a house builder with a sales and build period of approximately 2 years. Once the site is established Wellesley could be capable of supporting a sales rate of approx. 300 dwellings per annum (excluding affordable units) over more than one development zone. This will normally be formed of a minimum of two to three house builders selling on site at any one time. In reality there will be some periods of overlap when house builders are finishing off a particular parcel. These rates will be dictated by the market performance.

In the past Grainger has found that the sale of the contemporary and special parts of a scheme requires a different approach to that of a volume house builder. Therefore, on similar schemes, Grainger has promoted a mixture of different sized development parcels. The inclusion of some smaller parcels in the land disposal programme offers niche developers the opportunity to be part of large schemes. This has several benefits. The main benefit being that smaller or specialist developers can often deliver the more intricate parts of the scheme better than volume house builders can. This encourages smaller house builders to embrace and understand the sustainability agenda and can also introduce some interesting diversity of house builders and styles.

Selling the first Maida Phase 1 will be relatively straight forward. In this instance the detailed elements are set out in the hybrid application and therefore the sales process will involve offering the detailed scheme to the market. The developer will have to build out the scheme in the form which is consented. This will be controlled by a deed of covenant which will prevent the developer from building an alternative design post purchase.

The preferred approach for selling subsequent development parcels will be sold subject to reserved matters approval. In these instances the process will be as follows.

The interested parties will be supplied with a suite of documents varying from the technical documents through to the planning consent, e.g. Affordable Housing Masterplan Strategy, Design and Access Statement, Heritage Strategy, Green Infrastructure Strategy and Design Codes. The procedure will involve developers submitting



design proposals along with a financial offer. The design proposals will be assessed to ensure that the Grainger are confident that the design submission meets the required quality benchmark. During the sales process developers will be offered the chance to attend design workshops in order to assist their designers. Once the bids are submitted up to four parties will be short listed. Once short listed, detailed feedback will be given to developers who will then submit a final offer.

Once selected the developer will enter into a conditional contract to purchase the development parcel and will commence detailed planning negotiations with RBC. Grainger intend to manage the meetings between bidders and stakeholders to ensure that the planning process remains on programme and to maintain the quality of the scheme.

Upon the receipt of reserved matters consent the deal with the developer will go unconditional and the DIO & Grainger will receive the land payment.

There may be occasion where the Development Partners deems some land sales capable of being sold unconditionally prior to receipt of reserved matters approval. This would apply to land sales where the Development Partners are comfortable that the sale wouldn't detrimentally affect the overall vision.

In other circumstances developers will be offered a HCA style build licences. Grainger has used this approach on occasions where the sale of a parcel has been critical to the overall place making of a new community, such as a very prominent part of the site. Adopting this approach means that Grainger has been able to deliver, with absolute authority, design critical elements of a scheme.

#### Social Infrastructure & Key Areas

There are areas within the development which Grainger see as being important to creating a high quality place, e.g. the Cambridge Military Hospital, Stanhope Lines, Parade Park and the Neighbourhood Centre. Although not high value developments these areas will set the standard for Wellesley. Given the level of importance Grainger may decide to directly develop these areas. The decision as to whether to develop directly will solely be based upon the best decision for the project in terms of value creation and long term quality.

#### **Procurement**

Whether developing directly through the appointment of contractors or selling to housebuilders all bidders will be expected to demonstrate their capabilities and abilities and in addition the following will be key considerations in the procurement process:

- Local employment and training initiatives
- Health & Safety process, procedures and record
- Sustainability credentials and targets, e.g. waste management
- Membership of industry recognised schemes such as:
  - o Considerate Constructors Scheme
  - The Contractors Health and Safety Assessment Scheme (CHAS)
  - o Construction Line, the Government's national register for construction suppliers

#### 7.0 PROPERTY AND LAND MANAGEMENT

Since the company's inception in 1912, Grainger has invested in property and land with a long term view. The company has substantial in-house expertise in property and land management and correspondingly, the Grainger development ethos is of sustained and continual commitment to development projects. We recognise the value this can bring to all stakeholders, including residents, adjoining owners and the wider community.

Wellesley will be approached with the same long term commitment. We recognise that good management of land and public areas, such as public open space, roads and woodland, involves the right combination of key partners,

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each partner managing the areas which relate to their own expertise. In this way all areas can be carefully managed to the benefit of the development.

As Development Partner and interim property manager of the estate Grainger will:

- Ensure all buildings are secure and suitable security is employed to monitor access.
- Ensure all listed and historically significant buildings are safeguarded from further deterioration until a time when the buildings will be brought forward for development.
- Protect and enhance all monuments and historic sites within the area.
- Ensure all land is, where suitable, hoarded and security employed.
- Ensure that areas of open space are sensibly managed to prevent the escalation of ecological sensitivity
  of any area i.e. prevent the early establishment or growth in habitat of protected species in areas to be
  developed.
- Seek to utilise vacant buildings for sensible local uses.
- Manage buildings and land in a fashion consistent with the wider objectives of the development. This
  could include early demolition of buildings where they detract from initial place making, or landscaping
  work to enhance an early development phase.
- Conduct property and land management in accordance with residential management good practice i.e. regular risk assessments, inspections, utility & rates management etc.
- Implement a weather and watertight remediation programme where applicable.

On Wellesley Grainger assume full responsibility for the management of land and properties on the site after the phased handover of alienated MoD land. Since appointment as Development Manager in March 2011 a detailed building assessment has been carried out across the development area to identify which buildings could be retained as part of the masterplan. Thereafter a detailed condition and structural survey has been undertaken to clarify whether the retention of the identified buildings is physically viable. The outputs from these studies has resulted in a detailed programme of short and medium term works which Grainger are in the process of implementing to ensure the retained buildings are watertight and protected until they are redeveloped.

There are 4 listed buildings, the Observatory, Maida Gymnasium, Smith Dorrien and the Cambridge Military Hospital currently within Grainger's control, details of management and maintenance activities programmed to protect these buildings are set out below.

#### The Observatory

Access to the Observatory is currently restricted but Grainger have an agreement with the Farnham Astronomical Society where they have use of the facility in exchange for the maintenance of the building and telescope. It is anticipated that this arrangement will be extended for the foreseeable future.

#### Maida Gymnasium & the Smith Dorrien:

Proposals for Maida Zone - Phase 1 has taken account of the future use of these facilities, especially from a parking perspective. This has resulted in an area set aside for the future extension to the site for car parking.

There is currently a tenant at the Maida Gymnasium who is responsible for the maintenance and protection of the building. It is anticipated that this tenant will be retained for the foreseeable future.

The Smith Dorrien was originally built as a soldiers home, in later years the building was used as office accommodation. To accommodate its various uses over the years there have been a number of internal works and alterations to the building that have not been sensitive to its original design. The intention is to restore the existing original features and reinstate much of the former detail.

From a short term perspective Grainger is making a significant financial investment to create a Project Office at the Smith Dorrien. During the early years of the development members of the in-house and main professional team will be based in the Smith Dorrien. The building will eventually be used to serve as a community building for the new



development and these proposed works allow for the end use. As the project grows this location will also be used for marketing functions, public exhibitions and meetings until handover to Rushmoor Borough Council for a community facility. Thereafter the project office will be relocated to another of the retained facilities, e.g. Head Quarters 4<sup>th</sup> Division or one of the other officers mess's located across the site.

Listed building consent has been received for internal alterations and remedial work which commenced on site in October 2012 and are due to be completed in the summer of 2013. Works include asbestos removal, repair and cleaning of the external elevation envelope and the completely replacement of the electrical and heating system.

#### Cambridge Military Hospital

As a key building in Wellesley the protection and preservation of the hospital building is of high importance and works have commenced to making the building secure and weathertight in order to protect it until its eventual use can be implemented. Details of the short term programme is as follows;

August – December 2012	Cleared the Pigeon Guano and provide safe access route
	Obtained a Natural England bat licence to carry out roof works
	Agreed a schedule of works and methodology with RBC
	Appointed Hutton & Rostron, a nationally renowned listed building specialist, to
	advise on the remediation works to dry rot and stabilisation of the building
	Appoint asbestos removal contractors
January – April 2013	Commence and complete internal repairs
	Commence and complete roof repair and maintenance works

Until the buildings are redeveloped a planned maintenance programme as set out below will be implemented:

#### 1-3 months;

- regular surveillance by our security guards
- check for graffiti or vandalism
- check perimeter fencing
- monthly walk around the perimeter of the building
- check entrances
- check windows for any damage
- mowing and tidy landscaping as required
- enter building every 2 months
- check for any structural damage
- check for moisture damage
- check for evidence of pigeon/pest intrusion

#### Every 6 months; spring and autumn

- site clean-up; pruning and trimming
- inspect rainwater goods from ground
- clean out storm drains if required

#### Every 12 months

- check roof from high level and record any damage
- inspect condition of flat roofs
- clear our guttering and check downpipes
- termite and pest inspection/treatment
- check exterior materials
- check and update building file



#### **Other Retained Buildings**

As additional buildings are handed over to Grainger a programme of works will be identified and implemented for the protection of those buildings to be retained.

#### Long Term Management

In the long term, post development, Grainger intend to sell off all the residential elements off the development with the roads, open spaces and infrastructure etc. adopted by the relevant authorities or handed over to a management company, subject to agreement with the relevant adopting authorities.

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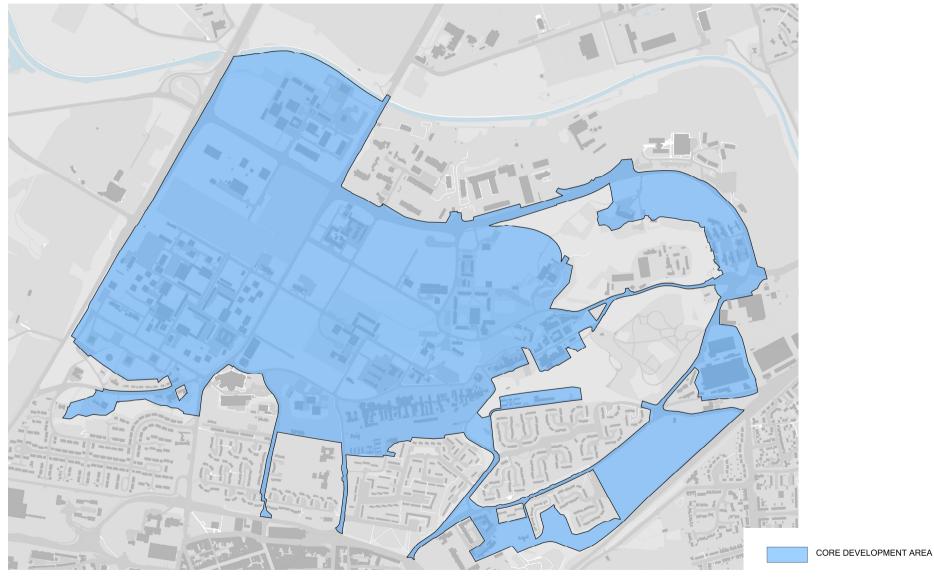
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# **APPENDIX A: BASE PLANS**



### **CORE DEVELOPMENT AREA**





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### **SANG & OPEN SPACE**



KEY

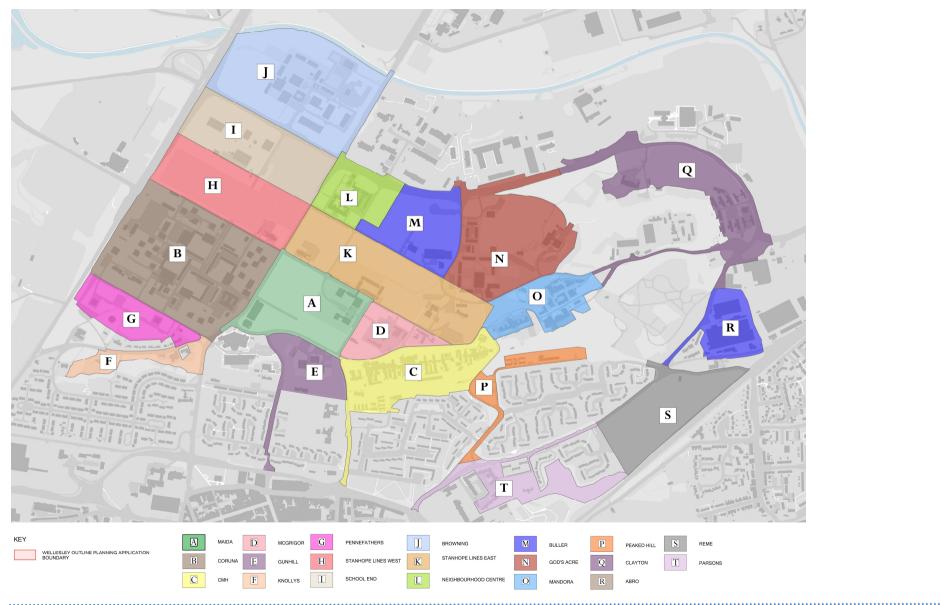
PROPOSED SANGS (SUITABLE ALTERNATIVE NATURAL GREEN SPACE) WITH 10M BUFFER

FORMAL OPEN SPACE / PLAY AND SPORTS A SPORTS PAVILION WITH CHANGING ROOM FACILITIES WILL BE PROVIDED IN THIS AREA. THE POSITION AND SIZE OF THE PAVILION WILL BE SUBJECT TO AGREEMENT WITH RUSHMOOR BOROUGH COUNCIL, TAKING INTO ACCOUNT SITE RELATED ISSUES (EXISTING TREES, ACCESS, PARKING AND VISUAL IMPACT) AND MANAGEMENT ISSUES.

ALLOTMENTS



### **DEVELOPMENT ZONES**



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**APPENDIX B: ILLUSTRATIVE DELIVERY PLAN** 

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### **ILLUSTRATIVE DELIVERY PLAN**

Masterplan Component Parcel	MoD Site Handover	No. Units	Private	AHU		201	•			2017/20	-		2020/20						Т	otal	Accum
	mob site number	No. onits	65%	35%	4 175		<b>5</b>	16	17	18	19	20	21	22	23	24	25	026	Private	<b>AHU</b> 228	Total
A. Maida	Jul-13	228	148	80	114	, 61	34 19												148	80	228
B. Coruna		705	458	247			120 78 42	120 78 42	128 83 45	120 78 42	120 78 42	97 63 <mark>34</mark>							458	705 <u>247</u>	933
С. СМН		134	87	47			77 50 <b>27</b>	57 37 <b>20</b>											87	134 47	1067
D. McGrigor		118	77	41				73 47 <b>26</b>	45 30 <b>15</b>										77	118 <u>41</u>	1185
E. Gunhill		105	68	37					105 68 37										68	105 37	1290
F. Knollys Road	May-13	22	14	8					22 14 8										14	22	1312
G. Pennyfathers		123	80	43						75	48								80	123 43	1435
H. Stanhope Lines West		162	105	57							57 37 20	105 68 <b>37</b>								162 57	1597
I. School End		105	68	37						80 52 28	25 16 9									105 37	1702
J. Browning/Canalside		475	309	166						59 38 21	100	122 79 <b>43</b>	120 78 42	74						475	2177
K. Stanhope Lines East	Jul-14	255	167	88						30 21		75 45	110 72 39	112 73 39	33 23 10				505	255	2432
L. Neighbourhood Centre	Jul-14	16	10	6						16 10 6			12 39	73 39	23 10					16	2448
M. Buller	May-13	243	158	85								26	120 78 42	97 63 <b>34</b>					10	243 85	2691
N. God's Acre	May-13	170	110	60							Deliver 2n School Site	d	/0 42	50 33 17	120 77 <b>43</b>					170 60	2861
O. Mandora	Dec-12	133	87	46										33 17	47	86 55 31				133 46	2994
P. Peaked Hill		60	39	21											30 20 10	30 30			0/	60 21	3054
Q. Clayton	Aug-12	298	194	104											20 10	65 42 23	120	113 74 39		298 104	3352
R. ABRO	2015	0	0	0												42 23	78 42	/4 39	194	0	3352
S. REME		392	255	137										17	120	119	136		255	392 137	3744
T. Parsons		106	69	37										10 /	/8 42	11 42	44	62		106 37	3850
TOTAL		3850	2503	1347	175	5	250	250	300	350	350	350	350	350	350	300	300	40 22 175		<u>3/</u> 3850	
TOTAL MIX					114	61	162 <mark>88</mark>	162 <mark>88</mark>	195 <mark>105</mark>	227 <b>123</b>	227 123	227 123	228 <mark>123</mark>	228 122	230 <b>120</b>	193 <mark>107</mark>	197 103	114 <mark>61</mark>	2503	1347	3850
						_															
	lower density (30-45)			0	_	0	0	22	80	82	105	110	162	153	0	0	0		714		
	Density (46-60)				175	_	173	120	233	179	220	245	240	171	30	95	120	113		2114	
	Density (61-80)				0	_	0	0	0	75	48	0	0	17	120	119	180	62		621	
Heritage					0	_	77	130	45	0	0	0	0	0	47	86	0	0		385	
, and the second s	ourhood Centre				0	_	0	0	0	16	0	0	0	0	0	0	0	0		16	
Total					175	>	250	250	300	350	350	350	350	350	350	300	300	175	3	8850	

Note: The total number of units identified in each development zone above is approximate. In order to provide a degree of flexibility a 5% variance can be applied to each development zone to allow for site specific technical constraints and opportunities. Notwithstanding this variance the site wide number of dwellings delivered at Wellesley is capped at 3,850. Where the actual numbers of units vary the quantum of affordable housing will adjust accordingly.



# **APPENDIX C: DEMOLITION SCHEDULE**

## **DEMOLITION SCHEDULE**

#### Refer to Demolition Parameter Plan (Plan reference: PP2)

Ref	Name of Building	Retain /	Statutory Consents	Development
No		Demolish*		Zone
Listed	Buildings			
L1	SE District HQ Offices	Retain	Grade 2	Neighbourhood Centre
L1A	Post Office	Retain	Curtilage Listed Local Importance	Neighbourhood Centre
L2	The Alexander Observatory	Retain	Grade 2	School End
L3	Maida Gymnasium	Retain	Grade 2	Maida
L4	Smith Dorrien House	Retain	Grade 2	Maida
L5	Cambridge Military Hospital	Retain	Grade 2	CMH
L6	Fitzwygram House	Retain	Grade 2	Mandora
Any alte	erations to Listed Buildings will be subje	ect to Listed Buildin	g Consent	
1 Brov	vning Barracks		•	
1A	Frost Block	Demolish	Hybrid Application	Browning
1B	Ridgeway-Blythe Block	Demolish	Hybrid Application	Browning
1C	Harden Block	Demolish	Hybrid Application	Browning
1D	Farmer Block	Demolish	Hybrid Application	Browning
1E	Gymnasium/ Squash Courts	Demolish	Hybrid Application	Browning
1F	Unknown	Demolish	Hybrid Application	Browning
1G	Main Kitchen and JR Clubs	Demolish	Hybrid Application	Browning
1H	Pearson Block	Demolish	Hybrid Application	Browning
11	Former Stables	Demolish	Hybrid Application	Browning
1J	Unknown	Demolish	Hybrid Application	Browning
1K	Warrant Officer's and Sergeant's Mess	Demolish	Hybrid Application	Browning
1L	Med. Sqn SHQ	Demolish	Hybrid Application	Browning
1M	Med SQN/A Squadron HQ / stores	Demolish	Hybrid Application	Browning
1N	Stores	Demolish	Hybrid Application	Browning
10	Vehicle Workshop	Demolish	Hybrid Application	Browning
1P	Vehicle Workshop	Demolish	Hybrid Application	Browning
1Q	Quartermaster's Office and Stores	Demolish	Hybrid Application	Browning
2 Airb	orne Forces Museum			
2A	Office/ Administration	Demolish	Hybrid Application	Browning
2B	Guard Room / Administration	Demolish	Hybrid Application	Browning
2C	Guard House	Demolish	Hybrid Application	Browning
2D	Unknown	Demolish	Hybrid Application	Browning
3 Dep	ot			
3A	Transport and Services Worskhop	Demolish	Hybrid Application	School End
3B	Oil and Gas Store	Demolish	Hybrid Application	School End
3C	Workshop/Office	Demolish	Hybrid Application	School End
3D	Transport and Services Worskhop	Demolish	Hybrid Application	School End
3E	Office/ Storage/ Administration	Demolish	Hybrid Application	School End

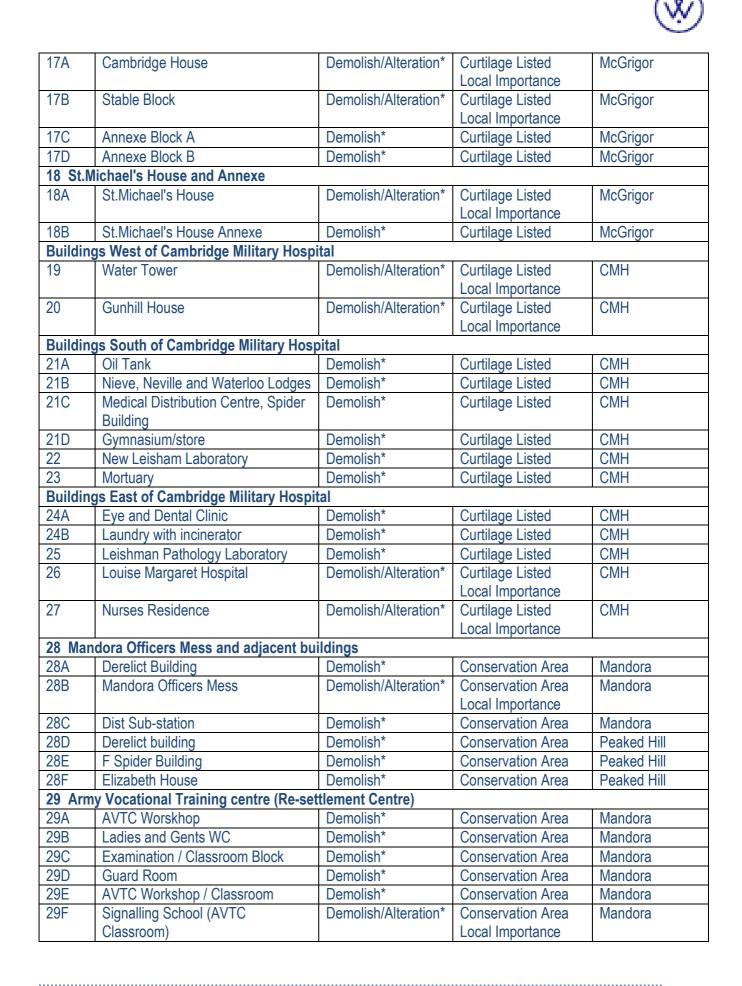
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3F	Unknown	Demolish	Hybrid Application	School End
3G	Unknown	Demolish	Hybrid Application	School End
3H	Unknown	Demolish	Hybrid Application	School End
31	Unknown	Demolish	Hybrid Application	School End
3J	Unknown	Demolish	Hybrid Application	School End
4 Adn	ninistration Block			
4A	Aspire Transport Services	Demolish	Hybrid Application	School End
4B	Electric Substation 2/32	Demolish	Hybrid Application	School End
4C	Unknown	Demolish	Hybrid Application	School End
4D	Aspire Transport services	Demolish	Hybrid Application	School End
4E	Electric Substation	Demolish	Hybrid Application	School End
4F	Electric Substation	Demolish*	Conservation Area	School End
5 Nor	mandy Barracks			
5A	Vehicle Workshop & Stores	Demolish	Hybrid Application	Coruna
5B	Band Practice Room	Retain**	N/A	Coruna
5C	Barrack Accommodation	Demolish	Hybrid Application	Coruna
5D	Barrack Accommodation	Demolish	Hybrid Application	Coruna
5E	Barrack Accommodation	Demolish	Hybrid Application	Coruna
5F	Barrack Accommodation	Demolish	Hybrid Application	Coruna
5G	Store	Demolish	Hybrid Application	Coruna
5H	Unknown	Demolish*	Conservation Area	Stanhope Lines West
51	Unknown	Demolish	Hybrid Application	Coruna
5J	Education Block	Demolish	Hybrid Application	Coruna
5K	Sleeping Quarters & Storage Block	Demolish	Hybrid Application	Coruna
5L	Kitchens & Dining Room	Demolish	Hybrid Application	Coruna
6 Arn	hem Barracks			
6A	Accommodation Mess	Demolish*	Conservation Area	Stanhope Lines West
6B	Garage Block	Demolish*	Conservation Area	Stanhope Lines West
6C	Band Practice Room	Demolish*	Conservation Area	Coruna
6D	Garage/ Vehicle Canopy	Demolish*	Conservation Area	Coruna
6E	Lines Store	Demolish*	Conservation Area	Coruna
6F	Sleeping Quarters & Storage Block	Demolish*	Conservation Area	Coruna
6G	Kitchen & Dining Room	Demolish*	Conservation Area	Coruna
6H	Vehicle Workshop	Demolish*	Conservation Area	Coruna
61	Barrack Accommodation	Demolish*	Conservation Area	Coruna
6J	Barrack Accommodation	Demolish*	Conservation Area	Coruna
6K	Barrack Accommodation	Demolish*	Conservation Area	Coruna
6L	Barrack Accommodation	Demolish*	Conservation Area	Coruna
6M	Barrack Accommodation	Demolish*	Conservation Area	Coruna
6N	Barrack Accommodation	Demolish*	Conservation Area	Coruna
		Demolish*	Conservation Area	Stanhope Lines
60	EOD High Risk Search Group	Demonstr		East

7A	Slooping Quarters & Storage Plack	Demolish*	Conservation Area	Coruna
7A 7B	Sleeping Quarters & Storage Block	Demolish*	Conservation Area	Coruna
	Vehicle Worskhop			
7C	Kitchens & Dining Room	Demolish*	Conservation Area	Coruna
7D	Barrack Accommodation	Demolish	Hybrid Application	Coruna
7E	Barrack Accommodation	Demolish	Hybrid Application	Coruna
7F	Barrack Accommodation	Demolish	Hybrid Application	Coruna
7G	Barrack Accommodation	Demolish	Hybrid Application	Coruna
7H	Barrack Accommodation	Demolish	Hybrid Application	Coruna
71	Barrack Accommodation	Demolish	Hybrid Application	Coruna
7J	Unknown	Demolish	Hybrid Application	Coruna
7K	Band Practice Room	Demolish	Hybrid Application	Coruna
7L	M T Office	Demolish	Hybrid Application	Coruna
7M	Accommodation Mess	Demolish	Hybrid Application	Coruna
7N	Accommodation Mess	Demolish	Hybrid Application	Coruna
70	Garage/Store	Demolish*	Conservation Area	Coruna
7P	Store	Demolish*	Conservation Area	Coruna
7Q	Store	Demolish*	Conservation Area	Coruna
7R	Squash Courts	Demolish*	Conservation Area	Coruna
7S	Store	Demolish	Hybrid Application	Coruna
7T	Army Healthcare Block	Demolish*	Conservation Area	Coruna
8 Rhin	e Barracks			
8A	77 AEC	Demolish*	Conservation Area	Coruna
8B	Lines Store	Demolish*	Conservation Area	Coruna
8C	Kitchen & Dining Room	Demolish*	Conservation Area	Coruna
8D	Sleeping Quarters & Storage Block	Demolish*	Conservation Area	Coruna
8E	Former Doctor's clinic	Demolish*	Conservation Area	Coruna
8F	Barrack Accommodation	Demolish*	Conservation Area	Coruna
8G	Barrack Accommodation	Demolish*	Conservation Area	Coruna
8H	Barrack Accommodation	Demolish*	Conservation Area	Coruna
81	Band Practice Room	Demolish*	Conservation Area	Coruna
8J	Vehicle Workshop	Demolish*	Conservation Area	Coruna
8K	Store	Demolish*	Conservation Area	Coruna
	llys Road	Demonori	Conscivation / aca	oordina
9A	Bradgate HQ office building	Demolish/Alteration*	Conservation Area	Pennefathers
9B	Bradgate HQ office building Annexe	Demolish*	Conservation Area	Pennefathers
9C	Unknown	Demolish*	Conservation Area	Pennefathers
9D	Unknown	Demolish*	Conservation Area	Pennefathers
9E	Officer's Mess Block	Demolish/Alteration*	Conservation Area	Pennefathers
9E 9F	Prefab Building	Demolish*	Conservation Area	Pennefathers
9F 9G	Officer's Mess Block	Demolish/Alteration*	Conservation Area	Pennefathers
9G 9H	Aldous House	Demolish*	Conservation Area	
9n 10	Cab Stand and Parcels Offices	Demolish/Alteration*		Knollys
10			Conservation Area	Knollys
	Civil Service Club	Demolish*	Conservation Area	Knollys
-	Division	Demoliele / Alternative *	Ountile are 1 to to 1	N a lala a contra a ch
12	Alisons House	Demolish/Alteration*	Curtilage Listed Local Importance	Neighbourhood Centre
13	Cranbrook House	Demolish/Alteration*	Curtilage Listed	Neighbourhood

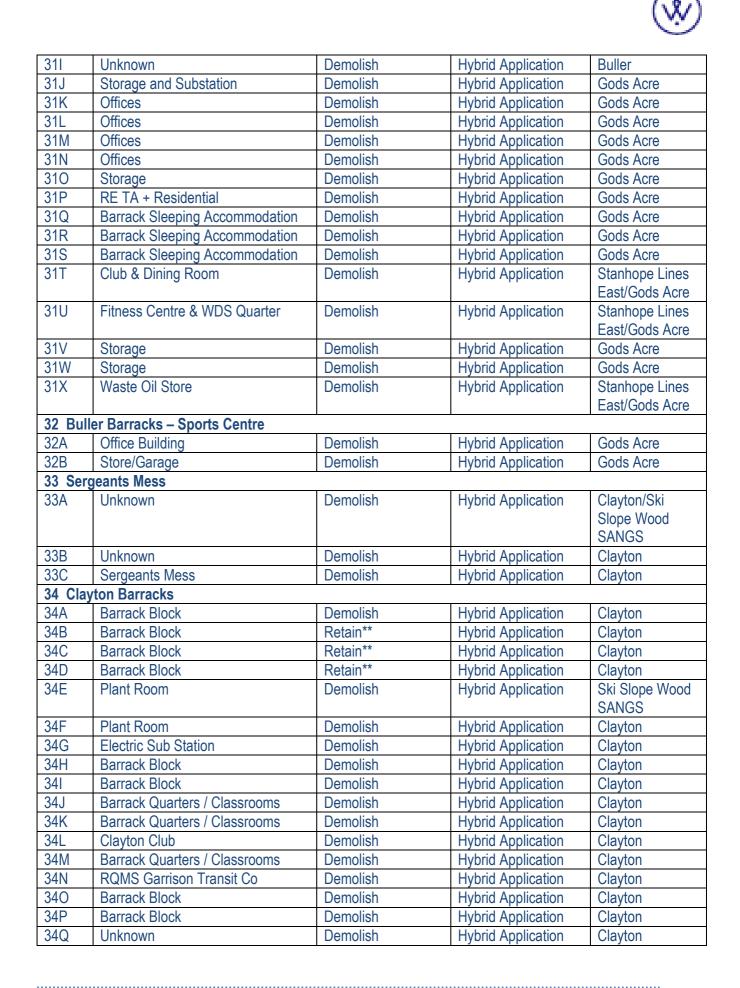


			Local Importance	Centre
14A	Offices/Various Departments/Former MP Barracks	Demolish/Alteration*	Curtilage Listed Local Importance	Neighbourhood Centre
14B	Prefab Hut	Demolish*	Curtilage Listed	Neighbourhood Centre
14C	Prefab Hut	Demolish*	Curtilage Listed	Neighbourhood Centre
14D	Offices	Demolish*	Curtilage Listed	Neighbourhood Centre
14E	Stable Block	Demolish/Alteration*	Curtilage Listed Local Importance	Neighbourhood Centre
14F	Prefab Hut	Demolish*	Curtilage Listed	Neighbourhood Centre
14G	Guard Shelter	Demolish*	Conservation Area	Neighbourhood Centre/Stanhope Lines East
	chess of Kent Barracks			
15A	Offices	Demolish	Hybrid Application	Maida
15B	Barrack Accommodation Block	Demolish	Hybrid Application	Maida
15C	Garage	Demolish	Hybrid Application	Maida
15D	Offices	Demolish	Hybrid Application	Maida
15E	Store	Demolish	Hybrid Application	Maida
15F	Garage	Demolish	Hybrid Application	Maida
15G	Officers Mess	Demolish	Hybrid Planning Application with Conservation Area application	Stanhope Lines East
15H	Garage	Demolish	Hybrid Application	Maida
151	Garages- Aldershot HQ Officers Mess	Demolish*	Conservation Area	Gunhill
15J	Sleeping Quarters	Demolish*	Conservation Area	Gunhill
15K	Sleeping Quarters and Stores	Demolish*	Conservation Area	Gunhill
15L	Officers Mess	Demolish*	Conservation Area	Gunhill
15M	Stanhope House	Demolish*	Conservation Area	Gunhill
150	Garage	Demolish	Hybrid Application	Gunhill
15N	Garage	Demolish	Hybrid Application	Gunhill
16 Mc	Grigor Barracks			
16A	Guard/Ambulance Station	Demolish*	Conservation Area	McGrigor
16B	Barrack Block B	Demolish/Alteration*	Conservation Area	McGrigor
16C	Barrack Block C	Demolish/Alteration*	Conservation Area	McGrigor
16D	Barrack Block D	Demolish*	Conservation Area	McGrigor
16E	Rank and File Kitchen	Demolish*	Conservation Area	McGrigor
16F	RAMC Regimental Office/ Clinic	Demolish*	Conservation Area	McGrigor
16G	Dist Sub-station	Demolish*	Conservation Area	McGrigor
16H	Unknown	Demolish*	Conservation Area	McGrigor
161	Guard Shelter	Demolish*	Conservation Area	McGrigor
	mbridge House	1		<b>U</b> -





29G	Store	Demolish*	Conservation Area	Mandora
29H	AVTC Classroom	Demolish*	Conservation Area	Mandora
			Local Importance	
			Curtilage Listed	
291	Store – Former Vaccine	Demolish*	Conservation Area	Mandora
	Institute/Slaughter House/Calf		Local Importance	
	Isolation Stable		Curtilage Listed	
29J	Male and Female Toilets	Demolish*	Conservation Area	Mandora
			Local Importance	
			Curtilage Listed	
29K	AVTC Classroom	Demolish*	Conservation Area	Mandora
29L	AVTC Classroom	Demolish*	Conservation Area	Mandora
29M	AVTC Classroom	Demolish*	Conservation Area	Mandora
29N	AVTC Classroom	Demolish*	Conservation Area	Mandora
290	AVTC Classroom	Demolish*	Conservation Area	Mandora
29P	AVTC Classroom	Demolish*	Conservation Area	Mandora
29Q	AVTC Classroom	Demolish*	Conservation Area	Mandora
29R	AVTC Store	Demolish*	Conservation Area	Mandora
29S	AVTC Garages	Demolish*	Conservation Area	Mandora
29T	Gas Cylinder Store	Demolish*	Conservation Area	Mandora
30 Va	ccine Institute and Stables			
30A	Kennels / Dog Kitchen/Former	Demolish*	Curtilage Listed	Mandora
	Forge		Local Importance	
30B	Kennels	Demolish*	Curtilage Listed	Mandora
			Local Importance	
30C	Kennels	Demolish*	Curtilage Listed	Mandora
			Local Importance	
30D	Vets Hospital/Vaccine Institute	Demolish*	Curtilage Listed	Mandora
			Local Importance	
30E	Boiler House/Former House	Demolish*	Curtilage Listed	Mandora
			Local Importance	
30F	Store	Demolish*	Curtilage Listed	Mandora
			Local Importance	
	ller Barracks	1		
31A	Warrant Officers Mess	Demolish	Hybrid Application	Stanhope Lines East
31B	Garage	Demolish	Hybrid Application	Stanhope Lines East
31C	Office	Demolish	Hybrid Application	Stanhope Lines East
31D	Office	Demolish	Hybrid Application	Stanhope Lines
510	Onice	Demonsh		East
31E	Barrack Sleeping Accommodation	Demolish	Hybrid Application	Stanhope Lines
				East/Gods Acre
31F	Barrack Sleeping Accommodation	Demolish	Hybrid Application	Stanhope Lines
				East/Gods Acre
31G	Defence Mail Centre	Demolish	Hybrid Application	Buller
31H	Military Police Station	Demolish	Hybrid Application	Buller



35A	Signal Regiment-Workshop &	Demolish	Hybrid Application	ABRO
	Offices			
35B	Store	Demolish	Hybrid Application	ABRO
35C	Unknown	Demolish	Hybrid Application	ABRO
35D	Building 10 – West Workshop	Demolish	Hybrid Application	ABRO
35E	Latrines – Pump House	Demolish	Hybrid Application	ABRO
35F	Building 13 - Workshop / Museum	Demolish	Hybrid Application	ABRO
35G	Building 14 - Electricians / Battery	Demolish	Hybrid Application	ABRO
35H	Boiler House	Demolish	Hybrid Application	ABRO
351	Store	Demolish	Hybrid Application	ABRO
35J	Air Training Corps HQ	Demolish	Hybrid Application	REME
35K	Store	Demolish	Hybrid Application	ABRO
35L	Unknown	Demolish	Hybrid Application	ABRO
35M	Unknown	Demolish	Hybrid Application	ABRO
35N	Unknown	Demolish	Hybrid Application	ABRO
36 Pa	sons Barracks			
36A	Army Magazine & Recruiting Office	Demolish	Hybrid Application	Parsons
36B	Brigade Recruiting Team South East	Demolish	Hybrid Application	Parsons
36C	Offices, Lab & Refrigerated Store	Demolish	Hybrid Application	Parsons
36D	Mess	Demolish	Hybrid Application	Parsons
36E	Mess	Demolish	Hybrid Application	Parsons
36F	Store	Demolish	Hybrid Application	Parsons
36G	Project Allenby Office	Demolish	Hybrid Application	Parsons
36H	Mess / Accommodation Building	Demolish	Hybrid Application	Parsons
361	Commanders Office	Demolish	Hybrid Application	Parsons
36J	Classroom	Demolish	Hybrid Application	Parsons
36K	HQ Army Cadet Force	Demolish	Hybrid Application	Parsons

#### Note:

The demolition and/or alteration of buildings located within the Conservation Area will be subject to Conservation Area Approval. The demolition and/or alteration of buildings located within the curtilage of a listed building will subject to Listed Building Consent. All such buildings are denoted \*.

There are a number of unlisted buildings that are not within a Conservation Area which Grainger Plc have identified for retention but the final proposals will be subject to a detailed feasibility study. All such buildings are denoted \*\*.

The Hybrid Planning application is submitted with a Conservation Area Application for the demolition of 15G Officers Mess which is located in a Conservation Area within the Stanhope Lines West Development Zone.





